

2DRY FM Policies and Procedures Manual

This Manual sets out all the Station's policies and procedures in relation to members of the Association, covering all volunteers, including presenters. It will be updated, as policies need to be amended or added.

Document History

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A Message From The Board

Welcome to 2DRY FM!

We are pleased that you have joined our team and trust that it will be a long and successful involvement in broadcasting and associated activities with us. This manual outlines the Broken Hill FM Association's policies and procedures for the operations of 2DRY FM. These set the conditions under which all personnel are to operate.

The Association operates under the auspices of the Broadcasting Services Act 1992 ("the Act") as an incorporated association and is legally required to satisfy this. In addition, the Australian Communications and Media Authority (ACMA) registered the Community Radio Broadcasting Code of Practice ("the Code") on 23 October 2008. The Code was developed through a process coordinated by the Community Broadcasting Association of Australia (CBAA), of which 2DRY FM is a member, involving consultation with stakeholders and the public.

People are our most valuable asset and as you read these policies and procedures, you will see that they all concern people. People include our listeners, our community organisations and our sponsors, as well as our own members, without whom the Association would not exist. We ask that you always remember that in any role associated with the Station, you are representing our Association - you are the voice and face of 2DRY FM.

Volunteers are the lifeblood of the Association. There are responsibilities associated with being a volunteer that are covered in this manual, and are consistent with the rules in the Association's Constitution. These policies and procedures are the letter of the law. Even more important, however, is the spirit behind them.

Your Committee and Board are here to support you in any way possible to have a great experience being involved in 2DRY FM and to assist you to deliver great radio programming to our community.

Our History

The Association was formed in 1989 with the aim of establishing a Community Radio Station in Broken Hill. The first test broadcast was conducted from Radford House in the same year and was the first FM broadcast from a Broken Hill station. The Association received it's full licence in 1992 and has been broadcasting ever since.

Our Purpose

The purposes for which the Association is established, as set out in our Constitution, are to:

- operate a Community Radio Broadcasting Station in such a manner as to satisfy the needs of the community;
- provide access of Community Radio Broadcasting facilities in all its various forms to members of the Association;
- foster and encourage participation by all members of the community irrespective of their ethnicity, race, language, gender, sexuality, age, physical and mental ability, occupation, religious, cultural or political beliefs;
- facilitate access to, and/or provide full accredited training and facilities for members to enable their development as radio broadcasters, to foster and encourage participation by all members in the full operation of the service, and to ensure compliance with the Broadcasting Services Act; and
- ensure that the Community Radio Broadcasting Code of Practice is properly observed.

Our Core Values

The core values of our Association are:

- Respect
- Tolerance
- Diversity

1. Station Governance

The Station has a Board of Management consisting of the following positions:

- President
- Vice President
- Secretary
- Treasurer
- General Committee Members (minimum 3 members)

The roles and responsibilities of the Board Members are defined in the Constitution.

2. Membership

Membership qualifications, applications processes, membership fees and associated issues are defined in the Constitution. Only financial members may present a program on air. Membership fees are paid annually and members are advised in writing when fees are due.

3. Station Operations

Music

The Community Radio Broadcasting Code of Practice 5 requires that community radio stations are to develop Australian music and provide opportunities for performers to have their work regularly broadcast. The Code prescribes that in each calendar month, 25 per cent of all music broadcast by the Station is to be Australian music. Refer to Appendix 6 – Music Policy for full details.

On Air Language and Program Content

Presenters are expected to speak clearly, using only language that reflects current community standards. Language that is clearly offensive such as gratuitous swearing, or using sexual or racial references is not permitted on-air. It should also not be used in conversations with fellow members or guests at any time.

The Community Radio Broadcasting Code of Practice 3 prohibits stations from broadcasting material that may:

- incite or encourage violence;
- mislead listeners regarding current events;
- promote the use of illegal drugs or other harmful substances, or the misuse of tobacco or alcohol;
- promote or encourage suicide.

The Code also prohibits broadcasting any material that stereotypes, vilifies or incites hatred to any person or group because of ethnicity, nationality, race, language, gender, sexuality, religion, age, physical or mental ability, occupation or political affiliation.

Music broadcast between the watershed hours of 6am and 6pm (ie during the day) must not contain language that a reasonable person would find offensive. This includes words such as “f**k and “c**t”. Outside of the watershed hours (ie at night)

music may contain offensive language however it is recommended that a warning announcement is made prior to playing the offensive material.

Under no circumstances is offensive material to be broadcast over RDS (Radio Data System). It is the presenter's responsibility to ensure that all track titles are non offensive.

Presenter Availability

Presenters are to be at the station 10 minutes prior to their appointed on-air start time. If a presenter is unable to present their program, it is their responsibility to notify the Program Manager or other approved person with as much advance notice as possible to facilitate alternate programming arrangements. If a presenter is unable to do their program, except in an emergency, 24 hours notice should be given.

Telephone Use

The station's phone number is (08) 8087 1077.

Members are to answer "Good morning/afternoon/evening – 2DRY FM" and are to be polite and courteous to all callers. Presenters are to ensure that phone calls do not detract from the on-air presentation of their program.

On Air Identification

The station's call sign is 2DRY FM. The frequency is 107.7MHz. All presenters are encouraged to say the call sign and frequency during every talk break.

Guests

Members may have one guest in the studio without prior approval from a Board Member. More than one guest will require prior approval from a Board Member and it is the Presenter's responsibility to seek approval.

Guests are to be accompanied by a financial member at all times and are expected to comply with station policy and procedures. Members are accountable for the actions of their guests whilst on station premises.

Guests may not host a program alone, however they may co-host with a Member on two occasions only. If the guest wishes to co-host on future occasions they will be required to become a member prior to returning on air.

Station Security

The door into the studio is to be locked if the station is to be left unattended. The entrance door to the Community Centre is to be locked if the Centre is left unattended.

If a member/volunteer has a key to the doors (eg late evening presenters), under no circumstances are the keys to be given to any other person without prior approval from a Board Member.

Security cameras are present inside the station and all vision is recorded.

Presenter's Participation in Off Air Activities

Presenters are expected to participate in off air activities.

Presenters will be allocated dates on a cleaning roster and are responsible for ensuring the allocated tasks are completed. Non completion may result in a one week suspension from on air activities.

Complaints Regarding Program Presentation or Content

Presenters are required to comply with the 2DRY FM Complaints Policy (refer to Appendix 8). If a presenter receives a complaint from a listener they are to listen and respond courteously. If the listener wishes to pursue their complaint, they are to be advised to put the complaint in writing (in a letter, fax or e-mail), addressed to the President. Presenters are not to debate the complaint with the caller.

Incident Notification

All incidents of an important nature such as equipment failure, a listener complaint or a security breach must be reported to a Board Member immediately. Failure to report an incident may result in disciplinary action in accordance with the Procedure for Disciplinary Action and Dismissal of Volunteers (Appendix 4).

4. Presenter's Responsibilities And Conduct

Requirements Of Presenters

Presenters are to abide Appendix 3 - Rights and Responsibilities of Volunteers. In addition Presenters are required to comply with the following:

- attend approved training sessions.
- attend at least one General Meeting per year
- physically and/or financially support fund raising or other activities carried out by the Station in a calendar year.
- carry out cleaning duties and maintain the cleanliness of all the station's rooms
- assist with an activity in relation to station maintenance, sub-committee support and/or involvement in any other activities that arise.

Meeting Copyright Requirements

Copyright arises on the creation of a work, and does not need to be registered. Presenters are not to breach copyright in any way. To qualify for protection, a work must be original, although the degree of originality need not be marked. Thus, a compilation of non-original material may qualify for protection if the compilation is sufficiently distinctive. In that case however, copyright subsists in the compilation and not in the component non-original parts.

Copyright law affects radio announcers in two ways:

- the writing and broadcasting of original work by and for the Station; and
- the use of recordings and other material already subject to copyright.

Original work broadcast on the station will include programs that are specifically written, produced, or prepared by, or for, the Station, including the ad-lib or scripted

remarks of announcers. The Station owns the copyright in its transmission. Individuals may make off-air copies for their private use, provided that copy does not include any music. Although the Station owns the copyright in its transmission, it does not necessarily have the copyright in the material transmitted. It does not have the copyright in any songs or other recorded material played.

The Station will not pay any copyright fee to volunteer members for material it transmits. However, if the Station wishes to sell the material to another organisation, or make copies of it for distribution, the question of copyright will be discussed with those people concerned. The Station will take all necessary steps to obtain licences necessary to enable it to play recorded music on-air. The licence fees cover copyright payments to the writers, performers and record companies.

Defamation

Presenters must not make defamatory statements about any person or organisation. Presenters breaching this rule may be subjected to the Procedure for Disciplinary Action and Dismissal of Volunteers (Appendix 4).

Harassment and Bullying

2DRY FM has a policy of zero tolerance towards bullying and harassment. Bullying includes any behaviour intended to intimidate or embarrass another person. Harassment is any unwelcome offensive comment or action concerning a person's race, colour, language, ethnic origin, sex, marital status, pregnancy disability, or political, or religious conviction.

It is the responsibility of all persons involved with the Station to ensure that proper standards of conduct are upheld in the workplace, and to ensure the work environment is free from all forms of harassment. Complaints of harassment will be considered seriously and sympathetically treated, and will be attended to promptly and confidentially.

Bullying is repeated unreasonable action directed toward a member, or group that creates a risk to health and safety. Examples of behaviour that could be bullying include: excluding someone from work place activities; giving someone the majority of unpleasant tasks; verbal abuse; humiliating someone through sarcasm or insults; or intimidation.

Confidentiality is especially important because, of the sensitive nature of the problem itself and the risk that someone's reputation might be publicly damaged. Incidents of harassment are discussed only with those authorised to deal with them. In all cases, the utmost care will be taken to investigate complaints impartially, recognising the rights of all parties. All complaints should be immediately reported to the President, Vice President or another Board member.

2DRY FM expects all members to treat each other with dignity and respect at all times.

We encourage anyone who experiences bullying or harassment to report it immediately to the President, Vice President or another Board member. When reported, it will be investigated according to the Procedure.

Use Of Computers and Other Equipment

Members are expected to respect and responsibly use all station equipment. In particular, the station computers are only to be used to support or facilitate program presentation by members. Unauthorised use of Station computers, such as attempting to access areas not meant for volunteers' requirements, is not permitted. Members are not to access pornographic or offensive internet sites using Station equipment. No sexually explicit material is allowed to be displayed through the Station. Any breach of this policy may result in the application of the Procedure for Disciplinary Action and Dismissal of Volunteers (Appendix 4).

Confidentiality

In the normal course of business, members may become aware of information which is of a sensitive nature, and in respect of which confidentiality must be maintained. It is imperative that such information is not divulged to any person outside the Station.

Alcohol, Drugs and Smoking

Presenters are not to be under the influence of drugs or alcohol whilst on air. Smoking is not permitted anywhere on the station premises. Any breach of this policy may result in the application of the Procedure for Disciplinary Action and Dismissal of Volunteers (Appendix 4).

Fraud and Theft

Under no circumstances is the inappropriate use of the station's resources condoned. Fraud and theft will be dealt with using the full extent of the law.

5. Occupational Health and Safety

Fire Fighting Equipment

Fire fighting equipment is located throughout the building. Members are to make themselves familiar with the location of extinguishers and fire hoses.

Muster Point

The emergency muster point is the steps of the Civic Centre.

Appendix 1: Volunteers' Policy

1. Introduction

A volunteer is a person who contributes to the operations of a station by working on a regular basis without a salary. The CBAA requires community stations to recognise their reliance on volunteer workers for continued operation and to ensure that the rights and responsibilities regarding volunteering are addressed by individual stations. Guidance on the rights and responsibilities of volunteers is provided at Appendix 3 of the Community Radio Broadcasting Codes of Practice published in October 2008. The following policy has been prepared using this.

As a community broadcasting licensee, 2DRY FM must have guidelines in place that outline the principles of volunteering and the rights and responsibilities of volunteers within the organisation. In addition, the Association is required to:

- have organisational mechanisms to provide for active participation by that community in its management, development and operations; and
- seek to widen the community's involvement in broadcasting and to encourage participation by those denied effective access to, and those not adequately served by, other media.

Issues that the Association is required to consider include:

- the jobs to be done by volunteers;
- how volunteers will be supervised;
- volunteer rights and responsibilities;
- orientation/induction processes;
- on-going training for volunteers; and
- how will all of these procedures be reviewed.

2. Volunteer Roles

At 2DRY FM the following sets out the key roles for volunteers:

Presenter (on-air role)

Time: Average of 2 hours per program

Skills: Completion of the Station's training course or equivalent. Good knowledge of chosen style(s) of music.

Description:

- Research and present a weekly program about music of interest.
- Research the latest news and information relevant to the genre.
- Give priority to local and live content as is possible.

Administrative/Support (in relation to off-air roles)

Time: Dependent on availability and role(s).

Skills: Completion of the Station's training course or equivalent. Good knowledge of administrative procedures.

Description:

- Undertake administrative tasks such as answering phones, filing, minute taking, invoicing.
- Assist in Station activities such as membership drives, fund-raising, and station maintenance.
- Undertake specific roles in relation to AGMs and other special functions/events.

3. Rights And Responsibilities

Both 2DRY FM and Volunteers have certain rights and responsibilities. These are defined in Appendix 3, The Rights And Responsibilities of Volunteers.

4. Volunteer Contract

New volunteers are required to sign the Volunteer Contract between the Association and the volunteer, as set out on the following page.

2DRY FM Volunteer Contract

- I accept the on-air or off-air duties as agreed with the Station Manager.
- I accept, unless otherwise specified, that 2DRY FM retains the ownership and copyright in all material produced at the Station.
- I accept 2DRY FM's policies and procedures as set out in its Policies and Procedures Manual, and should disagreement arise, I acknowledge the grievance procedures set out therein as the appropriate avenue for conflict resolution.
- I will ensure that all programs I make will comply with all codes, regulations and legislation relevant to community broadcasting.
- I accept it is my responsibility to obtain a signed licence agreement from the appropriate copyright owner/s for use of material not already covered by existing 2DRY FM's licence agreements.
- I accept that 2DRY FM reserves the right to censor, edit and amend any program material I present for broadcast.
- I will inform a Board Member within 24 hours, of any complaint concerning my program or any incidents that might lead to a complaint.
- I will not, without the prior approval from the Board, comment publicly on the operation of 2DRY FM or of any member of the Association.
- I will treat other volunteers, guests of the station, staff and the Board with consideration and respect.
- I accept that 2DRY FM will take every care with recorded material left by me at the station but cannot accept any responsibility for loss or damage.
- I will treat Station equipment, facilities and property carefully.
- I will use Station equipment and facilities for the production and preparation of my program and for no other purpose without the prior consent of a Board Member
- I will not remove Station equipment or property on any occasion without first having obtained permission from a Board Member.
- I will not make commercial representations on behalf of 2DRY FM, to any person or organisation without prior written authority from the Board.
- I acknowledge that a breach of the any of the above listed conditions may result in the suspension or termination of my broadcast rights.
- I acknowledge 2DRY FM's grievance procedures as the appropriate avenue for conflict resolution.

Date _____

Volunteer (full name) _____

Address _____
—

Phone _____
—

Email _____
—

Appendix 2: Conflict Resolution and Grievance Dispute Resolution

BACKGROUND

People who choose to become involved in community broadcasting share a vision of providing programs designed to meet the diverse needs of our community. Challenges in achieving this united vision are complex and ongoing. And yet, the dedication and commitment necessary to attain their goals can sow seeds for possible discontent and conflict. Demands for versatility, professionalism and co-operation, with limited resources of people and funding, call for proactive as well as reactive conflict resolution skills and procedures.

While the ‘good will’ of all concerned in finding fair solutions is never doubted, sadly, experience shows that good will is not enough — we also need ‘good skill’. The aim of this handbook is to offer some alternatives when our normal conflict resolving skills or problem-solving strategies are not working.

What is conflict?

Conflict is the very stuff of life. It arises when the different ideas, values, interests, hopes, desires or opinions of individuals are questioned. Questioning can have positive or negative results. It’s how we handle these questions that makes the difference. Handled positively, questions can be seen as challenging opportunities for creative solutions to new and existing areas of difficulty. Handled negatively, conflict arises which presents obstacles, reminds us of existing history between the players and causes us to focus on personalities rather than the issue at hand.

What is conflict resolution?

Conflict resolution is the mechanism we use to consider ways of understanding differences and using that understanding to build better professional and personal relationships. The Conflict Resolution Network has put together a set of skills applicable to all kinds of conflict. These skills are seen as ‘tools’ not ‘rules’. The skill comes in recognising that the tool I am currently using is not doing the job and to select a more appropriate tool. To apply these skills we need to use the four keys that open communication between conflicting parties:

- * responding not reacting to situations,
- * identifying conflict clues for early intervention,
- * turning opponents into conflict resolving partners, and
- * asking appropriate questions to help people shift their fixed positions.

PURPOSE

This document sets out 2DRY FM’s policy on internal conflict and grievance dispute resolution and is to be used by all members in the event of internal conflicts.

STRATEGIES AND SKILLS

2DRY FM advocates the following strategies and skills for building better professional and personal relations between Members looking for fair solutions to internal conflict

Keys to Open Communication

React or Respond

Most of our interactions, decision-making and problem-solving discussions are conducted rationally and reasonably. We state our needs clearly, listen to others' needs, make willing concessions, enter into agreements and commit to making the process work. At other times these attitudes seem to be totally disregarded. What causes the different approach?

Have we become deeply involved with the situation, expended enormous personal energy and drive into making the project work, or have we convinced ourselves that our solution is the only practical one? Do we fear failure, do we see input to our preferred solutions as personal rejection or criticism of our work? Any of these may lead to a fixed position.

When this occurs our interactions are no longer based on logic but emotional reactions. Reacting this way is normal. These reactions are called 'fight' (aggressive words and actions) and 'flight' (withdraw and refuse to participate further). Both behaviours exacerbate conflict, cause further tension which can extend to other workers.

The challenge is to accept that conflict situations will occur and to develop strategies that allow us to respond appropriately. We need to use our emotions and reason congruently. A change in breathing to release tension is the key to bring about better communication. Breathe slowly and deeply. When we are more relaxed we can choose whether to continue the discussion now or take time out.

Identifying Conflict Clues

In any conflict situation that arises there are some early indicators of problems. We need to develop and trust our people-reading skills that inform us things are not going smoothly. The aim is to enhance our awareness so that we can intercede before conflicts become, or appear intractable. Some conflict clues are:

- * Discomfort: you feel uncomfortable without knowing why
- * Incidents: short, sharp exchanges that leave you upset
- * Misunderstanding: assumptions are made about motives
- * Tension: negative attitudes & fixed positions impede dialogue
- * Crisis: extreme actions are contemplated or executed

Opponents or Partners

The first step is to change our attitude that there must be winners and losers and to disengage from power struggles. Instead, we want to consistently adopt a joint problem-solving approach where wins are built in for all parties. This means researching tangible and intangible needs. Tangible needs include things like a clear statement of duty or program requirements, while intangible needs cover such things such as respect or having our input valued.

Needs-based solutions necessitate all parties being heard. Once we have been heard, we are willing to hear others. We all own the agreed solutions and are committed to making them work. Follow through on agreements will help establish trust. We no longer view others as opponents but can see them as our conflict resolving partners.

Asking Appropriate Questions

Asking good questions at the appropriate time helps to change fixed positions. A "position" is based on the belief that the present solution a person holds will give them what they want. The skill of good questioning is to find the underlying need behind the position. Needs include interests, hopes, desires, values, beliefs and wants. Once we have identified the real need, then a variety of ways to satisfy that need can be considered.

Real needs are non-negotiable, positions are negotiable. One important factor in the process is to discover whose need it is. We often express our position in terms of someone else's needs, e.g. "You need to ring me when you are late" (my need could be able to organise my schedule, or to know you are safe). Intrusive questions need to be avoided. Instead of asking 'why' we need to

extend that question to "why is that important to you" or "what difference will doing it that way make for you". These questions encourage the other person to explore possibilities or examine probabilities. They can also identify and address fears and concerns. As this process occurs, other players or their needs may emerge and can be considered as part of the solution.

Twelve skills of Conflict Resolution

1. The Win/Win Approach

In problem-solving we aim to design solutions that work for both parties. The first step is to understand the underlying needs for each party. Frequently this is for security and recognition. Where a Win/Lose approach is the cause of a limited view or options we need a new look at situations. We need to create an environment of co-operation and possibilities for mutual gain. We need to distinguish between approaching negotiation with a compromise mindset and using a needs approach.

* What is my real need here? What is theirs?

* Do I want it to work for both of us?

2. The Creative Response

Each situation can be an opportunity for interaction and communication, which might never have occurred before. We are encouraged to move beyond blame and shame, right and wrong and into possibilities which present realities. Where there is a severe negative approach and limited sense of possibility we need a creative response. Problems frequently seen as crises, could be regarded as invitations for change. We can start by seeing problems as opportunities. What opportunities can this situation bring?

3. Empathy

Seeing and understanding the other person's point of view can be limited when there is ignorance of, or difficulty is experienced in hearing or accepting, different values, beliefs and perspectives. This can lead to assumptions about the behaviour and motives of others. In determining the motives behind apparently uncaring behaviour of other people we need to ask:

* What is it like to be in their shoes?

* What are they trying to say?

* Have I really heard them?

* Do they know I'm listening?

* Have we really understood their dilemmas?

* Do they know we are aware of their difficulties?

4. Appropriate Assertiveness

Where passive, fearful, resentful responses are present, or where aggressive judgements are being presented it is helpful to know your needs and rights and how to state them clearly.

* What do I need to change?

* How will I tell them this without blaming or attacking?

* How will we tell them of our needs without eliciting a defensive response?

* Is this a statement about how I feel, rather than what is right or wrong?

* How can we be soft on the people and hard on the problem?

5. Co-operative Power

Mutual co-operation builds root-level security and trust. The appropriate response in our times is a new dynamic co-operation. This response is applicable to individuals and

organisations where disempowerment occurs. The difference is between power over someone else and power with someone else. We can face the problem together when we are soft on the personalities and hard on the problem.

- * Am I using power inappropriately? Are they?
- * Instead of opposing each other, can we look for common areas of co-operation?

6. Managing Emotions

We cannot overestimate the importance of managing emotions when handling one's own anger and frustration, especially where strong emotions are causing a block to appropriate action. Blocks can occur either from exploded or suppressed emotions. Expressions of unbridled emotion, such as hostile rhetoric, are particularly damaging. We need to ask:

- * What am I feeling?
- * Will telling them how I feel help the situation?
- * What do I want to change?
- * Have I removed the desire to punish and blame from my response?
- * What can I do to handle my feelings?
- * How can I help them to manage their emotions?

7. Willingness to Resolve

This fundamental prerequisite needs to be examined. If this willingness can be created, solutions will be found. If it is impossible to create this willingness, chances are there is a secondary gain in not solving this problem.

- * Should the secondary gain be addressed in some more appropriate manner?
- * What can I do to help them and myself be more willing to resolve?
- * Is resentment preventing successful negotiation?

8. Mapping—Problem Analysis

Drawing up a map of the problem includes looking at the underlying needs, values, objectives and visions of the participants. This is useful when confused, if there is a lot to be considered, or there is difficulty finding common ground. It is an excellent tool as preparation for negotiation. The questions we ask are:

- *What's the issue or problem?
- *How does the issue or problem relate to the Community Radio Broadcasting Codes of Practice, Policies and the Constitution
- *How many parties or stakeholders are there to this situation?
- *What are the needs, anxieties and concerns of each?

This mapping will reveal areas of common interest and highlight difficulties to be addressed.

9. Designing Options

Options are developed without being judgmental - what may at first seem impossible may seed good ideas creating choices appropriate for both parties. Solution-hunting begins and “bottom lines” are emerging. Don’t judge possibilities yet.

*How can we both get more of what we want?

*Is trial & error the best way or do we need a more long-term approach?

10. Negotiation Skills

We need to set clear goals considering fair play and justice. The benefits each party can give the other may be explored. Objections should be included in the process, not ignored. Careful attention in preparing clear contracts that accurately reflect agreements is essential. A well written contract defines parameters and minimises disagreements. Mutual satisfaction is the basis of good contracting— creating suitable environments for working together; blending different interests; working towards new balances, agreements and contracts. The secret is getting together to work it out.

*What do I wish to achieve?

*How can we make this a fair deal?

*What can they give me? What can I give them?

*Am I ignoring objections? Can I include them?

*What points would I want covered in an agreement?

*Would something help them save face?

*Is saving face important to me?

11. Mediation

When there is difficulty or hostility in getting parties together, understanding the role of the mediator and the importance of neutrality, is essential.

*Can we resolve this ourselves or do we need a trusted third-party?

*Who could take on this role?

*Is mediator the role for me?

*How can I explain my role?

When an individual is offering to mediate, it is necessary to ensure both sides are fairly represented and the right environment exists for understanding each other and creating workable solutions.

12. Broadening Perspectives

It is vital to see the whole picture and not just one point of view. Considering only the impact on ourselves and neglecting long-term consequences on other people or issues of organisational policy constraints, can limit our understanding and optimal decision-making.

Grievances

2DRY FM adopts the following procedures for grievance dispute resolution.

2DRY FM will follow a 4 step process in resolving grievances:

1. Informal negotiation must occur between the disputants.
2. Each party will present verbally, and in writing, their understanding of the dispute and what has led to it. Management will use conflict resolution techniques to achieve an equitable solution.
3. Mutually acceptable external facilitator or mediator will be made available.
4. Where warranted, suspension / termination in accordance with relevant Codes, including Procedures for Disciplinary Action and Dismissal of Volunteers and the Constitution.

RESOLUTION PROCEDURES

Step 1

When disputes or conflict occur within the station between workers, the first step is negotiation between the disputants with the aim of bringing about agreement or settlement of the opposing demands or attitudes.

The idea is to approach the person that you have the grievance with as soon as possible. Don't let it fester until your emotions are running on full throttle as what started off as a misunderstanding may become a crisis. Your aim is to avoid ambushing them! Their responsibility is to acknowledge your concern regardless of whether the issue seems trivial to them, is a difference of opinion, belief, or priority. Acknowledgment doesn't say either party is "right or wrong". It simply recognises that the situation exists.

If now is not a good time to discuss the issue, we must feel free to honestly say that is the case, and to set up a mutually suitable time either later that day, or if not possible, then on the very next day that you will both be at the station. The topic for discussion and approximate time needed will determine the agenda, time and place of the meeting. These steps allow most grievances to be handled between the parties concerned. The process empowers both parties to turn potential opponents into problem-solving partners.

Step 2

When informal negotiations have failed to resolve the conflict, each party is required to present verbally, and in writing, their understanding of the dispute and what has led to it. Management will use conflict resolution techniques to achieve an equitable solution. This will be done by consulting separately with the parties and then in joint discussion to develop a solution that will satisfy all parties.

Persons involved in the dispute resolution must:

- deal with issues promptly and fairly,
- listen to needs objectively & keep an open mind,
- avoid assumptions about motives and attitudes, * develop options everyone owns & agrees will work, and * ensure everyone is committed to agreements.

*(*** entrusted delegate should take minutes of the meetings, date, and all participants read, amend if wanted, sign and date. Copies to all parties, original in office "confidential" file)*

Step 3

If agreement cannot be reached, a mutually acceptable external facilitator or mediator may be sought to assist.

*(*** entrusted delegate should take minutes of the meetings, date, and all participants read, amend if wanted, sign and date. Copies to all parties, original in office "confidential" file)*

Step 4

Suspension and Termination of Volunteers

If, having followed the grievance procedure, one party is still not satisfied, the management reserves the right to make a final decision on the matter, keeping in mind the best interests of the station and volunteers.

Suspension

When evaluating "the actions of a station member it is important to distinguish between media law (a condition of the station's licence), station policy (a formal rule that is understood by all) and informal expectations. Many breaches can occur because station workers are not aware of these rules. Station management must take responsibility for the formal communication of what constitutes unacceptable broadcast content and/or behavior. This is to be documented.

If the behavior in question is not serious or is considered accidental, a "three warnings" approach may be taken. Refer to Procedures for Disciplinary Action and Dismissal of Volunteers. If a program presenter has seriously breached media law or station policy, immediate suspension from broadcast activities may be pursued. All suspensions should be followed up with a letter stating the seriousness of the breach and the processes for appeal. The appeal should be held as soon as practicable. Further training may be required before a suspension is lifted.

Termination

In the case where, having followed conflict resolution and grievance procedures, the management believes that membership termination be pursued, the station's constitution must inform the process.

In most constitutions, management must inform the party, in writing, of the grounds of membership termination. The member in question may be offered the right to appeal the termination and address station members at a general meeting. If the member elects to appeal the termination, management may be required to organise and hold a general meeting within a certain time period. Members attending such a meeting may be required to vote on the motion to terminate the member. In such cases, the members' decision is final.

Appendix 3: Rights and Responsibilities of Volunteers

Background

2DRY FM is a community radio station, which relies largely on the efforts of our volunteers to maintain operations. Our volunteers come from a wide range of backgrounds and volunteer for different reasons. These include:

- to contribute something to the community,
- to develop professional skills,
- to maintain existing skills,
- to enjoy the social nature of the organisation,
- to facilitate personal growth.

We aim to treat all of our volunteers equally, with respect and trust, and to provide a workplace that is safe, enjoyable and fulfilling. We will endeavour to provide a working environment that is flexible in order to allow our volunteers to gain the benefits they wish from volunteering.

Conversely, we expect our volunteers to act professionally and in good faith towards our station at all times. We expect that they hold the interests of our station and its community in equal regard to their own to ensure positive outcomes for themselves, our station and the community we serve.

Purpose

This document sets out 2DRY FM's policy on the responsible management of our volunteer program. The policy's purpose is to provide a clear statement about the roles and responsibilities of volunteers and our station.

Principles of volunteering

Volunteering:

- benefits the community and the volunteer,
- is always a matter of choice,
- is an activity that is unpaid and not undertaken for the receipt of salary, pension, government allowance or honorarium,
- is a legitimate way in which citizens can participate in the activities of their community,
- is a vehicle for individuals or groups to address human, environmental and social needs,
- does not replace paid workers nor constitute a threat to the job security of paid workers,
- respects the rights, dignity and culture of others,
- promotes human rights and equality.

The rights and responsibilities of volunteers

You have the right to:

- be treated as a co-worker,
- suitable assignment with consideration for personal preference, temperament, abilities, education, training and employment,
- know as much about the organisation as possible, its policies, people and programs,
- expect clear and open communication from management and staff at all times,
- be given appropriate orientation, introduction and provision of information about new developments,
- sound guidance and direction in the workplace,
- advance notice (where possible) of changes which may affect your work (such as programming changes),
- undertake your volunteer activity without interruption or interference from management, staff or other volunteers,
- a place of work complying with statutory requirements in regard to equal employment, anti-discrimination legislation, the Commonwealth Racial Discrimination Act 1975 and occupational health and safety standards,
- be heard, to feel free to make suggestions and to be given respect for your honest and constructive opinion,
- appropriate insurance cover such as volunteer and public liability insurance, appropriate grievance procedures in the event of a dispute and, if necessary, mediation or arbitration to assist with resolving the dispute,
- receive written notification and reasons for suspension/release of services,
- have services appropriately assessed and effectively recognised,
- have training provided that will enable participation at the station at a variety of levels.

You have the responsibility to:

- have a professional attitude towards your voluntary work,
- be prompt, reliable and productive with regard to commitments and agreements made with 2DRY FM,
- notify the appropriate person if unable to meet commitments,
- accept and abide by station rules,
- understand and adhere to the Codes and maintain familiarity with broadcast laws such as defamation law and the Broadcast Services Act 1992
- not to represent 2DRY FM publicly or commercially unless prior arrangement has been made,
- not to bring into disrepute the operations, management, staff or other volunteers of 2DRY FM,
- treat technical equipment with due care and respect and to notify technical staff of faults and problems,
- undertake to complete a minimum of the basic level of training offered at the station if you are intending to work in any area of programming,
- only use station resources and equipment in carrying out work for 2DRY FM and not for personal or private purposes,
- ensure that the station has your current contact details,

- respect the racial and religious backgrounds and the sexual preferences of your co-volunteer workers and work to ensure that 2DRY FM is a safe work place for everyone,
- contribute to the achievement of a safe, tolerant and equitable working environment by avoiding, and assisting in preventing, behaviour which is discriminatory.

The rights and responsibilities of 2DRY FM towards volunteers

2DRY FM has the right to:

- expect your cooperation in working to uphold and maintain the station's mission statement, the station charter and program policies,
- expect you to be familiar with the laws relating to broadcasting, station policies and procedures,
- expect you to be prompt, reliable and productive with regard to commitments and agreements made with 2DRY FM,
- have confidential information respected,
- make a decision, in consultation with you, as to where your services and skills would best be utilised,
- make decisions which may affect your work,
- make programming decisions in accordance with programming policies and procedures,
- develop, implement and enforce rules, policies and procedures for all aspects of station operation,
- develop and maintain all property and residence of the station,
- provide you with feedback to enhance your programming and broadcasting development,
- expect clear and open communication from you at all times,
- suspend or dismiss you in accordance with station policies and procedures due to contravention of station rules.

2DRY FM has the responsibility to:

- provide you with a work environment which embraces the principles of access and equity.
- value the importance of your role within the organisation,
- place you in an appropriate, suitable position and environment,
- give you appropriate tasks in accordance with your strengths, abilities, training and experience,
- provide you with training so that you can expand your expertise and abilities,
- acknowledge your contribution to the station and provide you with the appropriate recognition and/or rewards,
- ensure staff have the appropriate skills required to work with you,
- provide adequate opportunities for formal and informal constructive feedback,
- provide you with information regarding any activities or changes at the station which may affect your work,
- consult with you (where possible and practicable) on issues that may affect your work,
- ensure that all station democratic processes are adhered to and that you are consulted in major decision-making processes,

- ensure that you are aware of station democratic processes and are encouraged to participate in them.

Appendix 4: Procedures for Disciplinary Action and Dismissal of Volunteers

Background

Volunteers are an invaluable resource to 2DRY FM and our primary aim is to encourage and support their contribution to our station. However, it is also recognised that there may be times when a volunteer needs to be counselled, disciplined and perhaps dismissed.

We undertake to handle such situations in a professional manner, ensuring communication between our station and the volunteer is clear, fair, objective and remains within the policy outlined below.

Throughout the process our board will reflect on its own operations as well as those of the station and will consider the circumstances, actions and behaviour leading to the situation. The following questions will guide this process:

- Have the roles, values and expectations of the organisation been clearly communicated to the volunteer and subsequently reinforced during prior conversations regarding the volunteer's performance?
- Are there any other factors that may be contributing to the volunteer's poor performance e.g. learning difficulties or language barriers?
- Has the volunteer been reminded of expected codes of conduct and consequences for breaches?
- Has the volunteer received training/mentoring and or coaching to improve performance?
- Has a verbal and written warning been given to the volunteer explaining that any further non-compliance will result in suspension or termination of the volunteering opportunity?
- Did the volunteer have the opportunity to respond to prior verbal and written warnings?

Purpose

This document outlines a policy and procedure for disciplinary measures and dismissal. It aims to provide a clear and fair structure that is understandable to both management and volunteers.

The policy includes an appeals mechanism to ensure a 'right of reply' to a volunteer who has been disciplined. This is further complemented by 2DRY FM's grievance and dispute resolution policy and procedure, which may be used in a situation where a volunteer believes they have not been fairly heard or that the Procedures for Disciplinary Action and Dismissal of Volunteers has not been adequately followed.

This document does not include the procedure for expulsion of a member from the association, which is laid out in the constitution of Broken Hill FM Association.

Policy

1. The procedure for disciplinary action is a three-step process which includes:
 - a. First formal notice in writing
 - b. Second formal notice in writing
 - c. Notice to the volunteer of dismissal from duties.
2. For issues that are considered minor a conversation with the volunteer may be appropriate; however this will not be considered part of the formal disciplinary action (although it may be referred to in later action).
3. Written notice will include details of the issue and, where feasible, evidence. In a case where the disciplinary measure has been instigated by a complaint, it may be appropriate to include a copy (with identification removed) or extract of this complaint.
4. Further disciplinary actions, such as a suspension of volunteer duties for a period of time, may also be appropriate. In such cases these actions will be included with the formal notice in writing.
5. Every effort will be taken to ensure that notice of a disciplinary measure, whether formal or informal, will be given at an appropriate time, eg: not immediately prior to, or during a broadcast
6. Notice of a disciplinary measure will be given by a designated [staff / board member]
7. Volunteers will be provided an appeal against the action. This may take the form of a meeting with the appropriate [staff / board member] or a representation in person and/or in writing to the board.
8. The volunteer may bring a representative to any such meeting.
9. Should an appeal result in a change of the disciplinary action, or removal of it, this will be confirmed in writing to the volunteer.
10. Conduct which may lead to disciplinary action includes, but is not limited to:
 - a. Poor timekeeping and unreliability
 - b. Not following pre-existing station rules and policies, including programming policies and program briefs
 - c. Engaging in acts or broadcasts which may breach the Codes
 - d. Engaging in broadcasts which may breach other related legislation such as the Broadcasting Services Act 1992 (which includes sponsorship provisions), copyright or defamation laws
 - e. Inappropriate handling or use of station equipment or other property
 - f. Rudeness or hostility towards other volunteers or staff members
 - g. Intoxication through alcohol or other substances during working hours
 - h. Publicly bringing 2DRY FM into disrepute
11. Some conduct may be tantamount to 'gross misconduct', in this instance a volunteer may be dismissed without prior warning
12. Conduct which may be classed as gross misconduct may include, but is not limited to:
 - a. Verbal or physical harassment of any other volunteer, employee, member or guest of 2DRY FM, particularly in respect of race, sex or religion

- b. Wilful damage to or theft of property belonging to [station name] or other volunteer, employee, member or guest of 2DRY FM
- c. Falsifications of any of the organisation records for personal gain
- d. Commercial misrepresentation of 2DRY FM.

13. In a case of a volunteer being dismissed without prior warnings the volunteer will be provided an appeal as outlined in point 7

Appendix 5: Reporting suicide and mental illness responsibly

Suicide is a prominent public health issue in Australia with over 2,000 people dying by suicide each year.

Some important facts about suicide are:

- Rates of suicide are generally three to four times higher among males than females
- Many more people attempt than die by suicide with hospital admissions for intentional self injury about ten times as common as deaths by suicide
- Migrants in Australia show similar suicide rates to those in their country of origin
- People in any form of custody have a suicide rate three times higher than the general population.

Mental illness is a major risk factor for suicide with psychological autopsy studies showing that up to 90% of people who suicide may have been experiencing mental disorder at the time of their death.

Issues to consider when reporting:

- Should I run the story?
- Be careful with the language you use
- Don't be explicit about the method or location of suicide
- Discussion of celebrity suicide can glamorise suicide
- Consider the angle (or positioning) of the story
- Should you interview the bereaved? Is it necessary?
- Place the story in context
- Include helpline contacts in your story.

The Mindframe Media and mental Health (MMMh) project is one of a suite of projects on suicide, mental illness and the media developed as part of the national media strategy. MMMh aims to build a collaborative relationship with the Australian media and mental health systems to enable a more accurate and sensitive portrayal of suicide and mental health issues across all news media in Australia. A key activity of MMMh is the development of a resource kit for use by media professionals. It is available from www.mindframe-media.info

Appendix 6: Music Policy

Background

Community broadcasters are renowned for supporting new, local, independent and particularly Australian music. Many musicians have had their first airplay and interviews on our stations. We are in a unique position to play and engage with a broad range of musical styles. Our support of the music industry and diverse music played is one of the key reasons people listen to community radio.

The 2008 McNair Audience Research Survey shows that two key reasons people listen to community radio stations are:

- ‘They play Australian music/support local artists’.
- ‘Specialist music or information programs’.

Purpose

The purpose of this policy is to ensure that 2DRY FM

- continues to play a diverse range of music throughout all of our programming,
- supports local musicians and complies with the 25% Australian music requirement of the Codes by aiming for 30% Australian music across all general programming. This allows for specialist programs (music and/or talk based) which may not be able to meet the 25% quota (see #2 under Policy below).

Policy

1. Broadcasters are encouraged to provide a wide range of musical styles while taking into account the station’s aims and objectives and the individual program’s aims and objectives.
2. All programs will endeavour to ensure that of the total music played throughout a program, at least 30% of this is Australian unless:
 - (a) The program’s aim is to focus on music or culture other than Australian
 - (b) The musical style of a program is of a nature that does not have a high instance of Australian recordings
3. In the cases of 2.a and 2.b, prior approval must be given by the programming committee for a program to qualify for these exemptions.
4. All Australian recordings that are the property of the station will be visibly identified as Australian.
5. All presenters are required to complete and hand in a music log sheet after each program.
6. An audit of Australian music content will be conducted on a monthly basis.
7. Presenters are encouraged to, within the confines of the sponsorship framework,

promote events where local musicians are featured.

8. Presenters must not make representations to record companies or other music suppliers on behalf of 2DRY FM unless prior consent has been given by the board.

9. 2DRY FM will not accept any form of payment in cash or in-kind, in return for providing airplay or promotion of music, except under standard sponsorship arrangements

Appendix 7: Sponsorship Policy

Background

Under the Broadcasting Services Act 1992 (BSA) community broadcasters are not permitted to broadcast 'advertising'.

Sponsorship, however, is permitted and this is akin to a limited form of advertising. The BSA outlines two key requirements of sponsorship:

- Sponsorship content will be limited to five minutes in any hour (BSA Sch 2, Part 5 clause 9 (3))
- Every sponsorship announcement will be clearly "tagged" (BSA Sch 2, Part 1, clause 2 (2)(b)).

In line with Code 6 2DRY FM will make sure that:

- Sponsorship will not be a factor in determining access to broadcasting time
- editorial decisions affecting the content and style of individual programs are not influenced by program or station sponsors, and
- editorial decisions affecting the content and style of overall station programming are not influenced by program or station sponsors.

Further information on sponsorship requirements is available ACMA's Community Broadcasting Sponsorship Guidelines 2008 – see www.acma.gov.au.

Purpose

The purpose of this policy is to ensure compliance with the BSA and the Codes and also to give clear direction on 2DRY FM's ethos toward sponsorship.

Policy

1. All sponsorship announcements will comply with the three key sponsorship conditions outlined above.
2. All sponsorship arrangements shall be recorded on a standard contract and approved by the station manager or person responsible.
3. Sponsorship will not be accepted from companies that promote tobacco or gambling.
4. Sponsorship from companies promoting alcohol may be accepted, however the announcements must not:
 - (a) promote the misuse of alcohol, or
 - (b) be directed towards minors
5. Sponsorship will not be accepted from individuals or groups whose policies or "practices are inconsistent with the general directions of 2DRY FM.

6. Sponsorship announcements will be produced and presented in a style and form consistent with the program in which they are to be placed.
7. Individual presenters and members are not entitled to seek sponsorship on behalf of 2DRY FM without the written consent of the board of management.
8. Under no circumstances can presenters accept gifts, products or services or payments in return for promotion of a product, service or business.
9. 2DRY FM reserves the right to refuse any paid announcement.

Appendix 8: Complaints Policy

Code 7 outlines our legal requirements relating to complaint handling.

Purpose

The purpose of this policy is to outline the most appropriate way for 2DRY FM to respond to complaints, and other comments from members of the public.

1. 2DRY FM acknowledges the right of our listeners, members and volunteers to comment and make complaints in writing concerning alleged non-compliance with both the licence conditions in the Act and the requirements outlined in the Codes
2. We broadcast at least one on-air announcement each week that contains information about the Codes and where listeners can get a copy.
3. 2DRY FM will make every reasonable effort to resolve complaints, except where a complaint is clearly frivolous, without sufficient grounds or not made in good faith.
4. 2DRY FM will ensure that:
 - (a) complaints will be received by a responsible person in normal office hours and receipt is acknowledged in writing,
 - (b) complaints will be conscientiously considered, investigated if necessary and responded to substantively as soon as possible,
 - (c) complaints will be responded to in writing within 60 days of receipt (as required in the Act, and the response will include a copy of the Codes,
 - (d) complainants are advised in writing that they have the right to refer their complaint about a Code matter to ACMA provided they have first:
 - (i) formally lodged their complaint with the licensee, and
 - (ii) received a substantive response from the licensee and are dissatisfied with this response or did not receive a response from the licensee within 60 days after making the complaint.
5. A written complaint or response can be a letter, fax or email.
6. A responsible officer of the licensee will maintain a record of complaints and responses for a period of at least two years from the date of the complaint.
7. The record of complaints and responses will be made available to ACMA on request.

Reporting and Record Keeping

To ensure stations can make a full response to ACMA if requested, the station is advised to include in their procedures the following steps:

To keep a record of material relating to complaints, including logging tapes or audio copies of broadcast material, and written documentation for one year, including:

1. the date and time the complaint was received,
2. the name and address of the complainant
3. the substance of the complaint, and the substance and date of the licensee's response

2DRY FM Complaints Pro-forma

Remember to treat all complaints from the public in a serious and polite manner. The person would not bother to make the complaint unless they held a genuine interest in

the station and felt they had legitimate concerns. Do not be dismissive of their approach to the station. Assure them that their complaint will be taken seriously and will be dealt with professionally and according to established policy.

Nature of Complaint:

A complaint should relate to a Code of Practice. NB: Complaints relating to potentially defamatory material must be relayed to your insurance company immediately.

Program associated with complaint:

Date and Time of Program Broadcast:

Name of person making the complaint:
Address:
Phone:
Email

Complaints Process

This process must be completed within 60 days from the date on which the complaint was made

The appropriate person at the station

Name:
Date:

Action:

Receives the verbal complaint

Y N Date

Notes:

Receives the formal complaint in writing

Y N Date

Notes:

Checks the logged program material (and keeps the log for 60 days from date of complaint)

Y N Date

Notes:

Sends written station response to complainant

Y N Date

Notes:

Organises follow-up with complainant (eg: meeting)

Y N Date

Notes:

Provides contact details for ACMA to complainant *

Y N Date

Notes:

All relevant documents in Complaints File

Y N Date

Notes:

* Contact details for ACMA are as follows:

Community Broadcasting Group

Australian Communications and Media Authority

PO Box Q500, Queen Victoria Building

Sydney NSW 1230 Fax: (02) 9334 7799 Email: communitybroadcasting@acma.gov.au

Result

The complaint is resolved unresolved

Name of station representative:
Position:
Signed:

Appendix 9: Programming Policy

1. Our radio station will present a diverse range of community radio programs consistent with the organisational mission and audience profile.

2. Our radio station will encourage innovation and experimentation with the radio form while pursuing a listener-friendly format and programming which acknowledges how people listen to radio.

3. 2DRY FM programming will:
 - a) explore areas of debate, information, music and cultural activities not adequately covered by other media;
 - b) encourage listeners to make informed and critical judgements;
 - c) endeavour to reveal insights into the social and cultural aspects of our community
 - d) emphasise and encourage Australian content in terms of composition and production;
 - e) present a clear and identifiable station image.

4. The station reserves the right to broadcast subject matter and language which some people might find offensive, if such usage is considered appropriate and justified in context. The offensive language watershed is between the hours of 6am and 6pm. Locally produced programs that are broadcast between these hours will not contain offensive language.

5. The station affords listeners the right of reply to programs, subject to negotiating with the station on an appropriate form of reply and time of broadcast.

6. When there is high demand for a particular time slot, first priority is given to live local programming. Second priority is given to pre-recorded local programming. Third priority is given to pre-recorded programs produced outside of the local area.

7. 2DRY FM will observe all relevant laws, regulations and standards applicable to community broadcasting and adhere to the Community Broadcasting Association of Australia's Codes of Practice.

Appendix 10: Community Consultation Strategy

1 Purpose

This Consultation Strategy outlines 2DRY FM's approach during its five-year licence period to ensure that it encourages a broad cross-section of the licence area community and community organisations to participate in the operations and programming of the service. It is to be read in conjunction with 2DRY FM's Engagement Program at all times.

This Consultation Strategy:

- assists the Board/Management Committee, sub-committees and staff to conduct effective community consultation
- ensures that consultations obtain relevant information, opinions and data from members of the licence area community and community organisations and
- provides a clear guide for the Board/Management Committee, sub-committees and staff on the various consultation methods to be used to obtain optimum outcomes from their consultations.

2DRY FM has six (6) sub-committees, which meet regularly to assist them to address matters specific to their respective areas of responsibility. The sub-committees are: Program Sub-committee, Community Relations Sub-committee, Youth Engagement Sub-committee, Seniors Engagement Sub-committee, Technical Sub-committee and Finance Sub-committee. These Sub-committees constitute a formal mechanism which enables 2DRY FM to facilitate participation by members of its community interest in the operations and programming of the service.

While consultation is used to obtain information and opinions on a variety of issues relating to the service, including operations and programming, the Board/Management Committee remains the determining authority in general.

2 Background and scope

This Consultation Strategy applies to:

- Board/Management Committee members
- Sub-committees and
- Staff.

Community consultation is an interactive process between 2DRY FM and the community in the 2DRY FM RA2 licence area, which promotes the exchange of ideas and information and the identification of relevant issues and options. This enables 2DRY FM to continue to represent its 2DRY FM community interest and involve members of the community in the decision-making process relating to the operations of the service and in the selection and provision of programs.

While the information and opinions held by members of the community and community organisations are varied and may be conflicting at times, community consultations help to bring about shared views and outlooks. To achieve this, community consultations are to be conducted according to the following principles:

Community consultations are to be –

- community focused and targeted
- interactive and inclusive
- responsive and constructive and
- timely and documented.

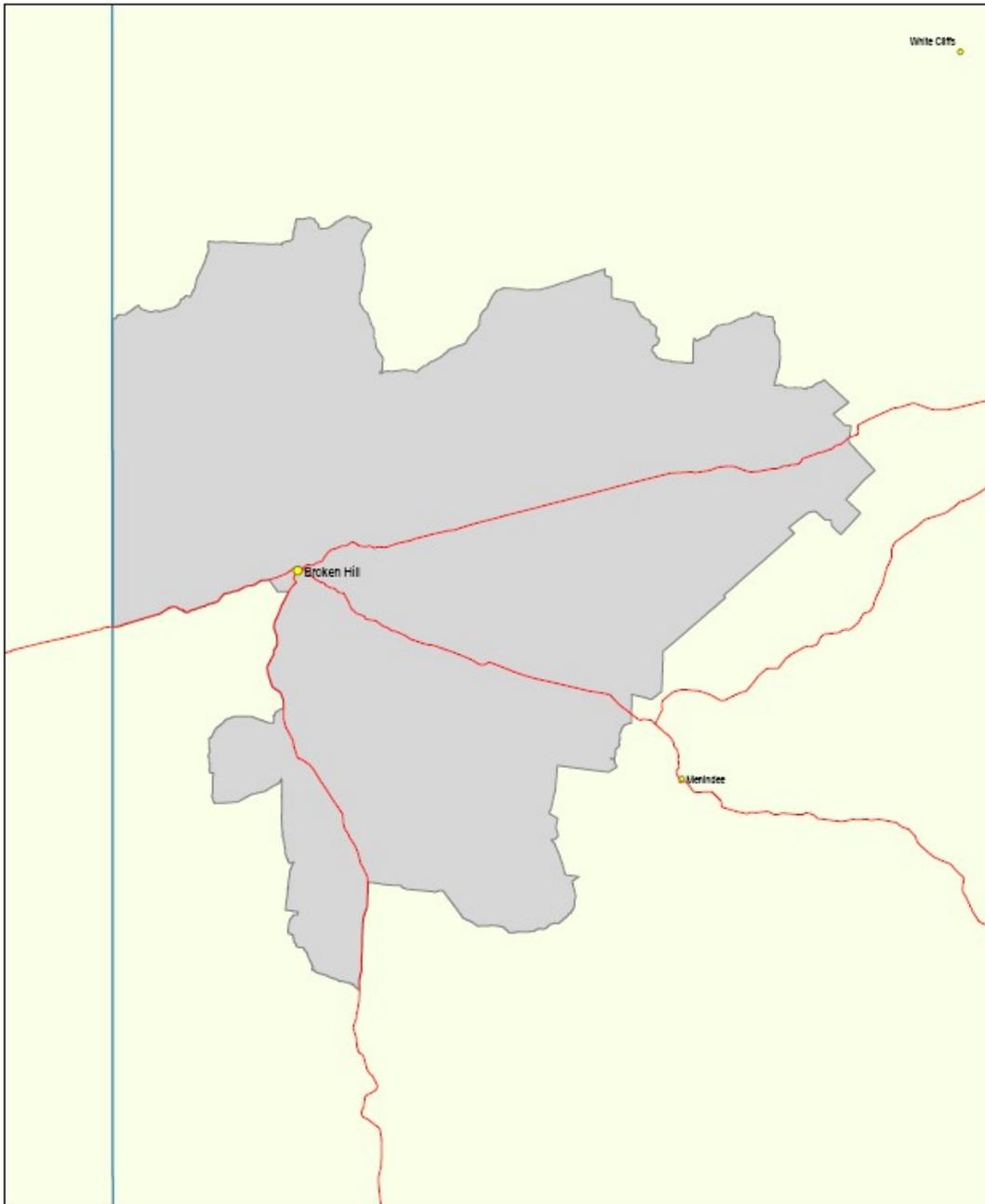
3 The 2DRY FM RA2 licence area community

For the purpose of 2DRY FM, representing the 2DRY FM community interest in the 2DRY FM RA2 licence area means providing a service that meets the needs of people who:

- live or spend a substantial amount of time within the 2DRY FM RA2 licence area or
- share an ethnic or cultural background or
- share religious beliefs or
- share, or identify with, some other particular characteristic or interest.

A map of the 2DRY FM RA2 licence area is provided on the following page.

In addition to the general community within a licence area, community organisations provide fertile ground for community consultation. Community organisations encompass institutions such as schools, universities and churches, as well as agencies representing sections of the community such as youth groups, women's groups and senior groups within a licence area.

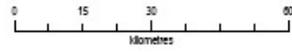


Legend

-  Coastline; State Borders
-  Licence Area
-  Principal Roads; Cities (Medium & Large)
-  Secondary Roads; Towns, Cities (Small)
-  Minor Roads; Localities

© Commonwealth of Australia 2015. Contains data © Commonwealth of Australia (Geoscience Australia, Australian Bureau of Statistics) 2001, 2007.

BROKEN HILL RA2
 Area ID: 501
 Determined: 11 March 2013 (2006 Census)



10/12/2015 4:24:23 pm

4 Matters for community consultation

2DRY FM will:

- identify the needs and interests, including key issues and specific areas, of significance and priority to the community interest in the 2DRY FM RA2 licence area
- consult on the most efficient ways and the most appropriate strategies to respond to those needs and to meet those interests
- identify and consult new and emerging communities within the 2DRY FM RA2 licence area to ensure that 2DRY FM is responding to their needs and meeting their interests
- distribute questionnaires and undertake surveys of listeners and the wider community to ascertain how well 2DRY FM is responding to their needs and meeting their interests
- identify and remove barriers to participation by members and volunteers in the operations and programming of the service and
- make available operations and programming opportunities within the service to broaden the scope for participation by members and volunteers in the service.

5 Methods for community consultation

Information may be distributed to community organisations and members of the licence area community in emails and letters, newsletters or brochures. Seeking their opinions and ideas, however, is done in a range of ways. The methods for community consultation include but are not limited to the following:

- having a presence at key community events eg school fairs, university open days
- holding or participating in workshops and seminars
- holding or participating in discussion forums and community meetings and
- administering questionnaires and surveys.

6 Community consultation process

The most appropriate method will be selected for each community consultation to allow for the open exchange of information and ideas between 2DRY FM and the relevant community organisation or members of the community participating in that consultation.

This will entail the following process:

- identify the issue or area requiring community consultation
- identify who will participate in the consultation
- identify when and where the consultation will take place
- identify how the consultation will take place

- implement the consultation and gather results
- analyse the results against the issue or area for consultation
- make recommendations for responding to the issue or addressing the area consulted and
- implement the approved response and/or actions.

7 Community consultation protocols

In undertaking community consultation, the Board/Management Committee, sub-committee and staff will operate according to the following protocols:

- the issue or area for consultation will be specified
- information will be conveyed simply and concisely
- all information and opinions will be canvassed and heard
- those from different cultural or linguistic backgrounds will be able to participate
- adequate time for input and feedback will be allowed
- time made available and input provided will be acknowledged
- all input will be collated honestly and analysed fairly and
- the community will be informed of the results and actions for implementation.

8 Review

This Consultation Strategy may be reviewed from time to time, as required, or within six (6) months of the election of a new Board/Management Committee.

9 Relationship to other documents

All 2DRY FM policies will be aligned with those set out in this Consultation Strategy and the Engagement Program, as amended from time to time.

Appendix 11: Community Engagement Policy

1 Background

The ACMA in 2010 developed the Community Broadcasting Participation Guidelines to help Community broadcasters comply with their licence conditions, including the requirement to:

- Encourage members of the community to participate in the operations of the station and in the selection and provision of programs
- Continue to represent the community interest

2 Purpose

The purpose of this policy is ensure that 2DRY FM operates under the aforementioned guidelines. This policy should be read in conjunction with Appendix 10 - Community Consultation Strategy.

3 Community Participation

2DRY FM will encourage members of the community to participate in the operation of the station and in the selection and provision of services. 2DRY FM will facilitate community participation by:

- Having in place governance policies and procedures to ensure the community has adequate input into the decision making that affects their service
- Actively encouraging membership via activities such as membership drives, on-air announcements, the association's website and social media platforms, articles/promotions in traditional media, participation at community events, notices on community bulletin boards, newsletters.
- Encouraging members to become volunteers and participate in station activities and committees.
- Encouraging participation in program selection through forums such as the program committee. Program committee membership will not be unreasonably restricted to certain individuals such as board members. Decision making by the program committee will be guided by Appendix 9 – Programming Policy.
- Actively seeking programming proposals from local organisations and individuals external to the association.

4 Community Representation

2DRY FM will comply with community representation requirements by:

- Ensuring that the station is controlled by an appropriate organisational structure such as an incorporated association.
- Regularly identifying the needs of the community. This may be via methods such as surveys, questionnaires, feedback, discussions with community groups and census data analysis.
- Continually review programming to ensure it meets the requirements of Appendix 9 – Programming Policy.

Appendix 12: Bullying Policy and Procedure

Introduction

2DRY FM believes that all people should work in an environment free from bullying. 2DRY FM understands that workplace bullying is a threat to the health and wellbeing of its staff, volunteers and customers.

Accordingly, 2DRY FM is committed to eliminating, so far as is reasonably practicable, all forms of workplace bullying by maintaining a culture of openness, support, and accountability.

Purpose

The purpose of this document is to communicate that 2DRY FM does not tolerate any form of workplace bullying and to set out the process which is to be followed should any instances of workplace bullying be reported.

Definitions

“Bullying” is repeated and unreasonable behaviour directed towards a person or group of persons that creates a risk to health and safety. It includes behaviour that could be expected to intimidate, offend, degrade, humiliate, undermine or threaten.

“Repeated behaviour” refers to the persistent nature of the behavior and can involve a range of behaviours over time.

“Unreasonable behaviour” is behaviour that a reasonable person, having considered the circumstances would see as unreasonable, including behavior that is victimising, humiliating, intimidating or threatening.

Examples of behavior, whether intentional or unintentional, that may be considered to be workplace bullying if they are repeated, unreasonable and create a risk to health and safety include but are not limited to:

- abusive, insulting or offensive language or comments
- unjustified criticism or complaints
- deliberately excluding someone from workplace activities
- withholding information that is vital for effective work performance
- setting unreasonable timelines or constantly changing deadlines
- setting tasks that are unreasonably below or beyond a person’s skill level
- denying access to information, supervision, consultation or resources to the detriment of the worker
- spreading misinformation or malicious rumours
- changing work arrangements such as rosters and leave to deliberately inconvenience a particular workers or workers.

Workplace bullying can be carried out in a variety of ways including through email, text or social media channels.

Workplace bullying can occur between workers (sideways), from managers to workers (downwards), or workers to supervisors/managers (upwards).

Reasonable management action is not considered to be workplace bullying if it is carried out lawfully and in a reasonable manner in the circumstances. Examples of reasonable management action include but are not limited to:

- setting reasonable performance goals, standards and deadlines
- deciding not to select a worker for promotion where a reasonable process is followed
- informing a worker about unsatisfactory work performance in an honest, fair and constructive way
- taking disciplinary action, including suspension or terminating employment.

Differences of opinion and disagreements are generally not considered to be workplace bullying.

Bullying that directly inflicts physical pain, harm, or humiliation amounts to assault and should be dealt with as a police matter (see below).

Policy

2DRY FM has a duty of care to provide a safe workplace, and ensure, so far as is reasonably practicable, that workers and other people are not exposed to health and safety risks. 2DRY FM accepts and acts on its duty of care. Any reported allegations of workplace bullying will be promptly, thoroughly, and fairly investigated.

Bullying complaints will be handled in a confidential and procedurally fair manner. Where confidentiality cannot be guaranteed this will be clearly communicated to the relevant parties. All parties will be treated with respect. The person against whom the allegation is made has the right to natural justice (the right to know what is alleged against them, the right to put their case in reply, and the right for any decision to be made by an impartial decision-maker).

Responsibilities

It is the obligation and responsibility of every person to ensure that the workplace is free from bullying. The responsibility lies with every manager, supervisor, employee and volunteer to ensure that bullying does not occur in the workplace.

All employees and volunteers have:

- an entitlement to work in a safe and healthy workplace and to be treated with dignity and respect
- an entitlement to make a complaint in respect of any bullying behaviour
- a responsibility to take reasonable care for their own health and safety
- a responsibility to ensure they do not promote or engage in bullying and otherwise take reasonable care that their acts or omissions do not adversely affect the health and safety of other people
- a responsibility to co-operate and comply with this policy and any other relevant policy.

It is the responsibility of all Board members and managers to ensure that:

- they understand, and are committed to, the right of all employees and volunteers to attend work and perform their duties without fear of being bullied in any form
- all reasonable steps to eliminate bullying are made so far as is reasonably practicable
- all applicable occupational health and safety legislation is observed
- all employees and volunteers are regularly educated and made aware of their obligations and responsibilities in relation to providing a workplace free from bullying
- they provide an environment which discourages bullying, and set an example by their own behaviour
- all complaints are treated seriously and confidentially
- they are as far as practicable aware of whether bullying is occurring, whether complaints are received or not, relying on such indices as:
 - sudden increases in absenteeism
 - unexplained requests for transfers
 - behavioural changes such as depression
 - sudden deterioration in work performance
- they take immediate and appropriate action if they become aware of any bullying or offensive behaviour
- any reported allegations of workplace bullying are promptly, thoroughly, and fairly investigated
- guidance and education is provided, where requested and/or appropriate, to cases and subsequent decisions relating to bullying
- ongoing support and guidance is provided to management, employees and volunteers in relation to the prevention of bullying
- this policy is displayed in the workplace and easily accessible to all workers and volunteers.

Procedures

Complaints Procedures

If an employee or volunteer feels comfortable in doing so, it is preferable to raise the issue with the person directly with a view to resolving the issue by discussion. The employee or volunteer should identify the offensive behaviour, explain that the behaviour is unwelcome and offensive and ask that the behaviour stops.

If the behaviour continues, or if the employee or volunteer feels unable to speak to the person(s) directly, they should contact the President, Vice President or any other Board member with whom they feel comfortable. The Board member will provide support and ascertain the nature of the complaint.

Informal Intervention

The Board member will explain the rights and responsibilities of the employee or volunteer under the relevant policy and procedures.

Informal intervention may be done through a process of either mediation or conciliation. During informal intervention the respondent will be made aware of the allegations being made against them and given the right to respond. Interventions at this stage should adopt a confidential, non-confrontational approach with a view to resolving the issue.

This procedure will be complete when the alleged harasser respects the individual's request to cease unwanted and unwelcome behaviour, or when the complainant accepts that the behaviour is not properly described as bullying. If neither of these outcomes occurs, the organisation's formal procedure should be followed.

Formal Complaints Procedure

The formal complaint procedure involves a formal investigation of the complaint. Formal investigations may be conducted internally (by a manager or officer) or by an external investigator.

An investigation involves collecting information about the complaint and then making a finding based on the available information as to whether or not the alleged behaviour occurred. Once a finding is made, the investigator will make recommendations about resolving the complaint.

The investigator may need to interview the parties involved (which may include the complainant, the respondent, and any witnesses) to obtain information regarding the complaint. The investigator will comprehensively and accurately document all information obtained during the interviews including the parties involved, timing, location, and nature of conduct complained against.

If the investigator considers it appropriate for the safe and efficient conduct of an investigation, workplace participants may be stood down from work or provided with alternative duties during an investigation in which case they will be paid their normal pay (if an employee) during any such period.

Throughout the investigation process, all parties involved in the investigation will be regularly kept informed about the investigation.

The findings as to whether bullying has occurred will be determined on the basis of the evidence, and on the balance of probabilities.

On the basis of the findings, possible outcomes of the investigation may include, but will not be limited to, any combination of the following:

- Counselling
- Disciplinary action (including an up to termination of employment)
- Official warning
- Formal apology and/or an undertaking that the behaviour will cease
- Mediation where the parties to the complaint agree to a mutually acceptable resolution.

On completion of the investigation, all parties will be informed about the investigation findings and the outcome of the investigation.

Following an investigation concerning a bullying complaint (irrespective of the findings), the Board member concerned will:

- consult with the parties involved to monitor the situation and their wellbeing; and
- educate and remind all employees and volunteers of their obligations and responsibilities in relation to providing a workplace free from bullying

Procedures for Dealing with Criminal Conduct

Some forms of severe bullying (physical attack, for example, or obscene phone calls) may constitute criminal conduct. While 2DRY FM is committed to treat most complaints about bullying at an organisational level as far as possible, this type of conduct is not suited to internal resolution. Such complaints should be treated by the criminal justice system. Employees or volunteers should be advised of the option of police support or intervention. It is not the obligation or duty of the organisation to report such matters to the police on behalf of the complainant.

Appendix 13: Sexual Harassment Policy and Procedure

Introduction

2DRY FM will fiercely defend the right of every employee and volunteer to perform their work without being subjected to sexual harassment. Every employee and volunteer is responsible for providing an environment that is supportive of this aim. Everyone must treat everyone else with respect and must aim to act as a beacon for good behaviour in the workplace.

It is the obligation and responsibility of every employee and volunteer to ensure that the workplace is free from sexual harassment. Everyone working at [insert name of organisation] is responsible for the care and protection of our people and for reporting information about suspected sexual harassment.

2DRY FM is fully committed to its obligation to prevent and eliminate sexual harassment in the workplace.

Purpose

The purpose of this document is to outline 2DRY FM's position on sexual harassment and to document the process which is to be followed should any grievances arise.

Definitions

Sexual harassment means any unwelcome sexual advance, unwelcome request for sexual favours, or other unwelcome conduct of a sexual nature which makes a person feel offended, humiliated or intimidated, and where that reaction is reasonable in the circumstances. Examples of sexual harassment include, but are not limited to,

- staring or leering
- unnecessary familiarity, such as deliberately brushing up against you or unwelcome touching
- suggestive comments or jokes
- insults or taunts of a sexual nature
- intrusive questions or statements about your private life
- displaying posters, magazines or screen savers of a sexual nature
- sending sexually explicit emails or text messages
- inappropriate advances on social networking sites
- accessing sexually explicit internet sites
- requests for sex or repeated unwanted requests to go out on dates
- behaviour that may also be considered to be an offence under criminal law, such as physical assault, indecent exposure, sexual assault, stalking or obscene communications

Behaviour that is based on mutual attraction, friendship and respect is not sexual harassment.

Policy

2DRY FM will not tolerate sexual harassment under any circumstances. Responsibility lies with every employee and volunteer to ensure that sexual harassment does not occur.

Both federal and state Equal Employment Opportunity legislation provide that sexual harassment is unlawful and establish minimum standards of behaviour for all employees.

This policy applies to conduct that takes place in any work-related context, including conferences, work functions, social events and business trips.

No employee or volunteer at any level should subject any other employee, volunteer, customer or visitor to any form of sexual harassment.

A breach of this policy will result in disciplinary action, up to and including termination of employment.

2DRY FM strongly encourages any employee who feels they have been sexually harassed to take immediate action. If an employee or volunteer feels comfortable in doing so, they can raise the issue with the person directly with a view to resolving the issue by discussion. The employee or volunteer should identify the harassing behaviour, explain that the behaviour is unwelcome and offensive and ask that the behaviour stops.

However, given the seriousness of sexual harassment, we recommend that this discussion happens in consultation with the President or Vice President.

Alternatively, or in addition, they may report the behaviour in accordance with the relevant procedure. Once a report is made the organisation will determine how the report should be dealt with in accordance with its obligations and this policy.

Any reports of sexual harassment will be treated seriously and promptly with sensitivity. Such reports will be treated as completely confidential but the person the subject of the complaint must be notified under the rules of natural justice. The organisation will protect all those involved in the process from victimisation.

Complainants have the right to determine how to have a complaint treated, to have support or representation throughout the process, and the option to discontinue a complaint at any stage of the process.

The alleged harasser also has the right to have support or representation during any investigation, as well as the right to respond fully to any formal allegations made. There will be no presumptions of guilt and no determination made until a full investigation has been completed.

No employee or volunteer will be treated unfairly as a result of rejecting unwanted advances. Disciplinary action may be taken against anyone who victimises or retaliates against a person who has complained of sexual harassment, or against any employee or volunteer who has been alleged to be a harasser.

All employees and volunteers have the right to seek the assistance of the relevant tribunal or legislative body to assist them in the resolution of any concerns.

Board members or Managers who fail to take appropriate corrective action when aware of harassment of a person will be subject to disciplinary action.

Responsibilities

It is the responsibility of the Board to ensure that:

- they understand and are committed to the rights and entitlements of all employees and volunteers to attend work and perform their duties, without fear of being sexually harassed in any form;
- they understand what constitutes an act of sexual harassment;
- all reasonable steps are made to eliminate sexual harassment;
- all employees and volunteers are regularly made aware of their obligations in relation to providing a workplace free from sexual harassment;
- they provide an environment which discourages harassment and victimisation and set an example by their own behaviour;
- they treat all complaints seriously and confidentially; and
- they take immediate and appropriate corrective action if they become aware of any offensive action or illegal behaviour.
- policies and procedures are regularly reviewed and (if necessary) amended;
- policies and procedures are complied with;
- regular guidance and education is provided to employees regarding sexual harassment and inappropriate behaviour in the workplace;
- managers are aware of their obligations and responsibilities in relation to sexual harassment, and the rights and entitlements of their employees and volunteers;
- ongoing support and guidance is provided to all employees in relation to the prevention of sexual harassment.

Procedures

Complaint Process

Sexual harassment can occur at any level of the organisation, can be experienced by both men and women and may involve a co-worker, volunteer, supervisor, manager, service provider, client or customer. Lack of intent is no defense in sexual harassment cases.

Employees or volunteers who believe they are the subject of sexual harassment should take firm, positive and prompt action.

Where possible, the employee or volunteer should make the perceived harasser(s) aware that they find their behaviour offensive, unwelcome, unacceptable, and that it needs to stop immediately.

If the behaviour continues, or if the employee or volunteer feels unable to speak to the person(s) directly, they should contact the President or Vice President. Alternatively, an employee or volunteer may contact another Board member they feel comfortable with.

The Board member will provide support and ascertain the nature of the complaint and the wishes of the complainant.

Informal Intervention

The Board member will explain the employee or volunteer's rights and responsibilities under organisation's policy, procedures and Equal Employment Opportunity or anti-discrimination legislation.

Informal intervention may be undertaken through a process of mediation or conciliation. During informal intervention the alleged harasser will be made aware of the allegations being made against them and given the right to respond.

This procedure will be complete when the complainant and the respondent come to an agreement on the procedure to be followed.

Formal Complaints Procedure

The Board member may be obliged to carry out a formal investigation in relation to a complaint of sexual harassment.

Formal investigations may be conducted internally (by a Board member) or by an external investigator.

An investigation involves collecting information about the complaint and then making a finding (on the balance of probabilities) based on the available information as to whether or not the alleged behaviour occurred. Once a finding is made, the investigator will make recommendations about resolving the complaint or implementing disciplinary action (including and up to termination of employment).

The investigator may need to interview the parties involved (which may include the complainant, the respondent, and any witnesses) to obtain information regarding the complaint. The investigator will comprehensively and accurately document all information obtained during the interviews including the parties involved, timing, location, and nature of conduct complained against.

If the investigator considers it appropriate for the safe and efficient conduct of an investigation, workplace participants may be stood down from work or provided with alternative duties during an investigation in which case they will be paid their normal pay during any such period.

Throughout the investigation process, all parties involved in the investigation will be regularly kept informed about the investigation.

Records are to be kept and filed in a confidential and secure place. These records should be kept for a period of seven years. Under no circumstances will records be placed on the complainant's personnel file.

On the basis of the findings, possible outcomes of the investigation may include, but will not be limited to, any combination of the following:

- Counselling;
- Disciplinary action against the harasser (e.g. demotion, transfer, suspension, probation or dismissal);
- Official warnings that are noted in the respondent's personnel file;
- Disciplinary action against the person who complained if there is strong evidence that the complaint was vexatious or malicious;
- Formal apologies and undertaking that the behaviour will cease;
- Conciliation/mediation conducted by an impartial third party where the parties to the complaint agree to a mutually acceptable resolution;

- Reimbursing any costs associated with the harassment;
- Re-crediting any leave taken as a result of the harassment.

On completion of the investigation, all parties will be informed about the investigation findings and the outcome of the investigation – as appropriate and in line with confidentiality obligations.

Following an investigation concerning a sexual harassment complaint (irrespective of the findings), the Board member will:

- consult with the parties involved to monitor the situation and their wellbeing; and
- educate and remind all employees and volunteers of their obligations and responsibilities in relation to providing a workplace free from harassment.

If there has been any substantiated victimisation, disciplinary procedures will be followed.

Procedures for Dealing with Criminal Conduct

Some forms of sexual harassment (e.g. sexual assault, stalking, indecent exposure, physical molestation, obscene phone calls) may constitute criminal conduct.

Such complaints should be dealt with by the relevant authorities (such as the police) as part of the criminal justice system.

Appendix 14: Workplace Surveillance Policy

1 Purpose

Technology improvements have made devices which fall within the statutory definition of surveillance devices commonplace. In the course of normal operations, Broken Hill FM Assoc Inc (2DRY FM) uses these devices and the information and data they generate due to the business benefits they provide. These benefits include, but are not limited to:

- Potential to deter vandalism and/or a possible assailants
- Reduce the safety risks associated with interactions between station personnel and the general public on station premises
- Gather operational data for efficiency gains (e.g. work allocation and route improvements)
- Using data and information to defend station personnel against incorrect allegations
- Increasing information available when conducting investigations (e.g. code of conduct and fraud related complaints, defending 2DRY FM)

The *Workplace Surveillance Act 2005* (NSW) (WS Act) sets out the legal requirements regarding the use of these devices and information generated.

The purpose of this Policy is to:

- detail 2DRY FM's commitment to ensuring that it complies with the requirements of this legislation;
- explain to employees and volunteers and volunteers the types of surveillance that may be carried out in the workplace; and
- explain the responsibilities of management in regards to the introduction of workplace surveillance.

Where there is an inconsistency between this Policy and the WS Act, the WS Act prevails.

2 Who this Policy applies to

This Policy applies to all 2DRY FM employees and volunteers, and at all 2DRY FM premises.

3 Workplace Surveillance

The WS Act requires 2DRY FM to provide notification to its employees and volunteers regarding workplace surveillance and prescribes how this notification must be conducted. The following sections of this Policy details 2DRY FM's notification.

3.1 Notice of surveillance

This Policy is the written notification to 2DRY FM employees and volunteers regarding 2DRY FM's activities that fall within the statutory definitions of surveillance.

3.2 Kind of surveillance to be carried out by 2DRY FM

The types of workplace surveillance that 2DRY FM conducts include:

- Closed Circuit TV Camera surveillance (CCTV)
- Computer surveillance

3.2.1 Camera surveillance

The primary purpose of 2DRY FM's camera surveillance is for security. Surveillance cameras exist within 2DRY FM's studios.

2DRY FM will:

- ensure that Surveillance cameras (including their casings or other equipment generally indicating the presence of a camera) are clearly visible where surveillance is taking place.
- clearly display a visible sign at the entrance notifying people that they may be under surveillance.

3.2.2 Computer surveillance

Use of 2DRY FM's computers and email and internet accounts generate vital information and data which is considered to be 2DRY FM's property and is managed accordingly. 2DRY FM may from time to time retrieve and review such information and data in accordance with this Policy.

Examples of information and data that may be accessed and reviewed can include, but is not limited to:

- system storage and download volumes
- internet usage and access
- suspected malicious code or viruses
- email usage including content sent and received
- computer hard drives
- mobile telephone/smartphone/mobile device use, access and locational records
- use of WIFI access points
- access and use of 2DRY FM Software
- information and Communication Technology logs, backups and archives

The 2DRY FM Technical Officer is approved to monitor the above to maintain network stability, continuity of service and compliance.

2DRY FM will not carry out computer surveillance of an employee or volunteer unless it is carried out in accordance with this Policy.

2DRY FM reserves the right to prevent (or cause to be prevented) the delivery of an email sent to or from station personnel, or access to an internet website (including a social networking site) by station personnel, if it contains, refers or links to:

- obscene, offensive or inappropriate material (for example, material of a sexual, indecent or pornographic nature)
- material that causes or may cause insult, offence, intimidation or humiliation
- defamatory or may incur liability or adversely impacts 2DRY FM's image or reputation
- illegal, unlawful or inappropriate
- anything that does or potentially affects the performance of, or cause damage to or overload 2DRY FM's computer network, or internal or external communications in any way
- anything that gives the impression of, or is representing, giving opinions or making statements on behalf of 2DRY FM without proper delegation

Where an email is prevented from being delivered to or from station personnel, they will receive a notice that informs them that the delivery of the email was prevented. Notice will not be given if:

- the email was considered to be SPAM, or contain potentially malicious software
- the content of the email (or any attachment) would or might have resulted in an unauthorised interference with, damage to or operation of any program run or data stored on any of 2DRY FM's equipment
- the email (or any attachment) would be regarded by a reasonable person as being, in all the circumstances, menacing, harassing or offensive
- an email sent by a user if 2DRY FM was not aware (and could not reasonably be expected to be aware) of the identity of the user who sent the email or that the email was sent by the user.

2DRY FM's Technical Officer has responsibility for access and use of data collected via computer surveillance carried out in accordance with this section.

Employee's and volunteer's obligations when using 2DRY FM's computers and other IT resources are set out in the 2DRY FM's Policy and Procedures document.

3.3 How the surveillance will be carried out

Surveillance will be carried out in accordance with this Policy.

3.4 When will surveillance start

Where surveillance was already in place prior to this version of this Policy, it will continue. Where surveillance is new, implementation will be 14 days after the approval date of the Policy.

3.5 Surveillance will be continuous

All forms of surveillance will be continuous and 2DRY FM will carry out surveillance of any user at such times of 2DRY FM's choosing and without further notice to any user in accordance with the WS Act and this Policy.

3.6 Surveillance will be ongoing

Surveillance, as detailed within this Policy, will be ongoing unless specified within an amendment and subsequent approval of this Policy.

3.7 Changes in technology

As technology improves and changes, other devices are likely to become available and will generate surveillance data and information. Where this happens, devices, information and/or data will be managed in accordance with the WS Act and this Policy.

3.8 Prohibited Surveillance

2DRY FM will not, in accordance with the WS Act:

- Conduct surveillance of bathrooms
- Use surveillance devices while employees and volunteers are not conducting station business, unless the surveillance is computer surveillance of the use by the employee of equipment or resources provided by or at the expense of 2DRY FM.
- Prevent, or cause to be prevented, delivery of an email sent to or by, or access to an Internet website by, an employee or volunteer of 2DRY FM unless:
 - it is in accordance with this Policy
 - 2DRY FM has (as soon as practicable) provided the employee or volunteer a prevented delivery notice by email or otherwise, unless notice is not required in accordance with s17(2)-(3) of the WS Act

4 Covert Surveillance

2DRY FM will not carry out, or cause to be carried out, covert surveillance unless it is in accordance with the requirements of the WS Act.

5 Surveillance information and data

All 2DRY FM personnel shall at all times be compliant with 2DRY FM's Policy and Procedures and maintain strict confidentiality of all 2DRY FM records, information and data. 2DRY FM will ensure that surveillance information and records are not used or disclosed unless the use or disclosure is:

- for a legitimate purpose related to the employment of 2DRY FM employees or 2DRY FM's legitimate business activities or functions, or
- to a member or officer of a law enforcement agency for use in connection with the detection, investigation or prosecution of an offence, or
- for a purpose that is directly or indirectly related to the taking of civil or criminal proceedings, or
- reasonably believed to be necessary to avert an imminent threat of serious violence to persons or of substantial damage to property.

For the avoidance of doubt, the Board may use or rely on surveillance records for the purposes of taking disciplinary or other appropriate action against employees and volunteers or investigating a reasonable suspicion that an employee has breached their employment obligations.

The "Request To Obtain CCTV Footage" form contained in this document must be completed prior to the release of any CCTV footage.

Access requests outside of this Policy are to be made in consultation with the Board.

6 Installation of Surveillance Devices

Any installations of surveillance devices must be in accordance with the *WS Act, Surveillance Devices Act 2007* (NSW) and this Policy.

7 Policy breach

Any employee or volunteer found to be in breach of this Policy will be subject to appropriate disciplinary action, up to and including summary dismissal.

8 Definitions

Surveillance: of an employee means surveillance of an employee or volunteer by any of the following means:

- (a) **camera surveillance**, which is surveillance by means of a camera that monitors or records visual images of activities on premises or in any other place,
- (b) **computer surveillance**, which is surveillance by means of software or other equipment that monitors or records the information input or output, or other use, of a computer (including, but not limited to, the sending and receipt of emails and the accessing of Internet websites),

Surveillance information: means information obtained, recorded, monitored or observed as a consequence of surveillance of an employee or volunteer

Covert surveillance: means surveillance of an employee or volunteer while at work for an employer carried out or caused to be carried out by the employer and not carried out in compliance with the requirements of the WS Act.

Workplace: means premises, or any other place, where employees and volunteers work, or any part of such premises or place.

9 Key Responsibilities

Responsibility of this Policy is with the Board.

10 References

Privacy and Personal Information Protection Act 1998 (NSW) and associated Regulations

Surveillance Devices Act 2007 (NSW)

Workplace Surveillance Act 2005 (NSW) and associated Regulations

REQUEST TO OBTAIN 2DRYFM CCTV FOOTAGE BY INTERNAL OR EXTERNAL AGENCY

Details of Request

1	Name and role/rank of requesting	
2	Signature of requesting	
3	Agency requesting (if external)	
4	Telephone No:	
5	Date of Request:	
6	Information extracted and released by Name: Signature:	
7	Approval for release by	

Incident Details

1.	Date of incident:	
2.	Time of incident:	
3.	Location of incident:	
4.	Detail of incident:	

Declaration

By signing below you are agreeing to the following:	
1.	I acknowledge that any CCTV footage released to me is the property of 2DRY FM
2.	I acknowledge that any CCTV footage released to me will only be used for the purposes pertaining to the investigation
3.	I acknowledge that images relating to other persons contained in any CCTV footage released to me will not be used for any other purpose.
4.	I will not allow copies of any CCTV footage released to me to be reproduced except for court purposes.
5.	I will not show or display any images or release it publicly without the written consent of 2DRY FM.
6.	I will keep the footage released to me in a secure location when not being utilized.
7.	I have the authority to make this request and to sign this form on behalf of: <input type="checkbox"/> NSW Police <input type="checkbox"/> Other law enforcement agency If other, print name of agency:
Signature of requesting officer: _____ Date: _____	

Appendix 15: Diversity Policy

1. Purpose

The 2DRY FM Diversity Policy (“The Policy”) sets out the approach to diversity of employees, volunteers and the Board of 2DRY FM. The Policy has been established in recognition of the importance of Diversity and to ensure a culture which respects differences and is intolerant of behaviors which are non-inclusive. The Policy has been established to maximize 2DRY FM’s ability to navigate the range of opportunities and challenges it may face, with a broad mix of skills, experience, knowledge and expertise.

2. Scope

The Policy applies to 2DRY FM’s Board, employees, volunteers and members.

3. Definition

Diversity is the mix of backgrounds, attributes, beliefs, skills, knowledge and experience and the difference of perspective this brings. It refers to the visible and invisible differences that exist between people including (but not limited to) gender, culture, race, ethnic origin, physical and mental ability, sexual orientation, age, financial position, language, religion, nationality, education and family/marital status.

4. Policy Statement

2DRY FM recognises and embraces the benefits of having a diverse workplace and is committed to developing policies, practices and ways of working that support diversity. 2DRY FM is committed to an inclusive and welcoming workplace with an environment where people are treated with respect, feel valued and can achieve success, both for the individual and the organisation. This policy recognises the following:

- The disadvantages faced by Aboriginal and Torres Strait Islander Peoples within Australia and affirms their significant place and identity as the first Australians;
- The need for balanced representation of women and men at all levels, in key organizational and management decisions;
- The different perspective of people from different age groups;
- The rights and abilities of people with disabilities in the workplace.
- The fact that we work within a culturally and linguistically diverse community and this should be reflected in our workforce and organisational practices.

5. Principles and Objectives

2DRY FM recognises the following principles and objectives in the Policy:

- Inclusion and non-discrimination;
- Fairness and Equality;
- Merit;
- Leadership Excellence.

2DRY FM commits to an approach to employment, membership, volunteer recruitment and Board membership that includes the consideration and understanding of diversity. Appropriate resources will be made available to those responsible for recruitment.

6. Monitoring

2DRY FM will assess its composition, regarding diversity, every 12 months and consider:

- Necessary areas of skill, experience and expertise;
- Desirable diversity in the following priority groups: Aboriginal & Torres Strait Islander peoples (ATSI), Women, People of different ages, People from Culturally and Linguistically Diverse Backgrounds (CALD), People with a Disability (PWD), Gay, Lesbian, Bisexual, Transgender and Intersex people (GLBTI).

The diversity policy will in no way be limited to these groups and can be expanded to include other priority groups as and when required.

Appendix 16: Environmental and Climate Change Policy

2DRY FM commits to managing our environmental impacts, mitigate risks and realise opportunities for efficiency gains. This policy informs the development and implementation plans, projects, targets, programs and procedures. This policy outlines 2DRY FM's commitment to the environment by preventing pollution, fulfilling compliance obligations and continually improving environmental performance.

Statement of Policy

2DRY FM is committed to:

minimising the environmental impacts of the station's operations by:

- completing environment assessments when planning capital projects
- use of energy and water efficient appliances
- improving the environmental performance of station's facilities
- collaborating with the community, government organisations and not-for profit organisations to identify environmental efficiencies
- procuring sustainable goods and services from companies committed to environmental improvement wherever possible
- purchasing low emission vehicles and sustainable transport alternatives, such as videoconferencing and public transport
- reducing greenhouse gas emissions via the use of renewable energy technologies and efficient products.
- managing climate change risks by incorporating climate change into decision making and preparing for climate change
- avoiding, reducing, reusing, recycling waste and resource efficiency

Accountabilities

All employees and volunteers are responsible to avoid or minimise the environment impacts of their day-to-day work, to do this personnel must follow the policy statements above and any supporting Standard Operating Procedures.

Board:

- encourage staff engagement with policy initiatives
- regularly review the effectiveness of any environment programs
- provide direction and support for environmental management.
- regularly engage with key stakeholders to monitor, review, report and improve on environmental indicators.

Staff and volunteers:

- Adhere to policy initiatives and Standard Operating Procedures
- Report issues that impact on the implementation of this Policy when they arise
- Seek to identify and advise the Board of environmental opportunities

Appendix 17: Conflict of Interest Policy

1. Purpose

The purpose of this policy is to help board members of 2DRY FM to effectively identify, disclose and manage any actual, potential or perceived conflicts of interest in order to protect the integrity of 2DRY FM and manage risk.

2. Objective

The 2DRY FM board aims to ensure that board members are aware of their obligation to disclose any conflicts of interest that they may have, and to comply with this policy to ensure they effectively manage those conflicts of interest as representatives of 2DRY FM.

3. Scope

This policy applies to the board members, employees and general members of 2DRY FM.

4. Definition of conflicts of interests

A conflict of interest occurs when a person's personal interests conflict with their responsibility to act in the best interests of the Association. 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). It also includes a conflict between a board member's duty to 2DRY FM and another duty that the board member has (for example, to another organisation). A conflict of interest may be actual, potential or perceived and may be financial or non-financial. 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 Association. Therefore these situations must be managed accordingly.

5. Policy

This policy has been developed to address conflicts of interest affecting 2DRY FM. Conflict of interest are common, and they do not need to present a problem to the Association as long as they are openly and effectively managed. It is the policy of 2DRY FM, 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 conflict with the obligations to 2DRY FM. 2DRY FM will manage conflicts of interest by requiring board members to:

- avoid conflicts of interest where possible
- identify and disclose any conflicts of interest
- carefully manage any conflicts of interest, and
- follow this policy and respond to any breaches.

5.1. Responsibility of the board

The board is responsible for:

- establishing a system for identifying, disclosing and managing conflicts of interest across the Association
- monitoring compliance with this policy, and
- reviewing this policy on an annual basis to ensure that the policy is operating effectively.

The Association must ensure that its board members are aware of the ACNC governance standards, particularly Governance Standard 5, and that they disclose any actual or perceived material conflicts of interests as required by Governance Standard 5.

5.2. Identification and disclosure of conflicts of interest

Once an actual, potential or perceived conflict of interest is identified, it must be entered into 2DRY FM's register of interests, as well as being raised with the board.

Where every other board member shares a conflict, the board should refer to ACNC Governance Standard 5 to ensure that proper disclosure occurs.

The register of interests must be maintained by the Secretary. The register must 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).

5.3 Confidentiality of disclosures

Board members shall have full access to the information disclosed. General members may view records upon request but must not make a copy.

6. Action required to manage conflicts of interest

6.1. Conflicts of interest of board members

Once the conflict of interest has been appropriately disclosed, the board (excluding the board member who has made the disclosure, as well as any other conflicted board member) must decide whether or not those conflicted board members should:

- vote on the matter (this is a minimum),
- participate in any debate, or
- be present in the room during the debate and the voting.

In exceptional circumstances, such as where a conflict is very significant or likely to prevent a board member from regularly participating in discussions, it may be worth the board considering if it is appropriate for the person conflicted to resign from the board.

6.2. What should be considered when deciding what action to take

In deciding what approach to take, the board will consider:

- whether the conflict needs to be avoided or simply documented
- whether the conflict will realistically impair the disclosing person's capacity to impartially participate in decision-making
- alternative options to avoid the conflict
- the Association's objects and resources, and

- the possibility of creating an appearance of improper conduct that might impair confidence in, or the reputation of, the Association.

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 register of interests.

7. Compliance with this policy

If the board has a reason to believe that a person subject to the policy has failed to comply with it, it will investigate the circumstances. If it is found that this person has failed to disclose a conflict of interest, the board may take action against them. This may include seeking to terminate their relationship with the Association. If a person suspects that a board member has failed to disclose a conflict of interest, they must notify the board.

Contacts

For questions about this policy, contact a board member.