



Tableland Christian Radio Association Inc. (TCRA)

Station Policy Manual

Note: The Station Policy Manual variously refers to Tableland Christian Radio Association Incorporated (TCRA), 92.3FM 4TVR (station), and the 92.3FM premises. The context of the reference is to be used in understanding which aspect of the Organisation is inferred.

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Purpose

The purpose of the Organization is established in the TCRA Constitution as read in the excerpt below from section 2 of The Constitution of Tableland Christian Radio Association Incorporation IA19516.

“2 The objects for which TCRA is established are:

(1) To provide, on behalf of the Christian Churches within the community served by TCRA, a radio voice by which it may serve that community, and to this end commits itself to broadcasting:

(a) content; and

(b) in a manner;

consistent with the beliefs and values of the Christian Churches in the area served by TCRA; and,

(2) To do such acts as are incidental and conducive to the furtherance of the Objects of the TCRA as set out in this clause; and,

(3) To operate the association as a not-for-profit community institution with assets and income of the organisation being applied solely in furtherance of the above-mentioned objects and no portion shall be distributed directly or indirectly to the members of the organisation except as bona fide compensation for services rendered or expenses incurred on behalf of the organisation.”

Governance Policy

The Board of TCRA is an elective, representative, and collective body.

- It is elective, in that the determination of Board members is the prerogative of members through the election process.
- It is representative, in that no member can be mandated by their constituency to adopt a particular position if they do not believe it to be in the best interests of the Organisation. Whatever the constituency of any member, all members are committed to acting selflessly and making decisions and voting on governance decisions solely in the best interests of the Organisation.
- It is collective, in that while each member should put the point of view of their constituency, and each member has the right to argue for their own point of view and to vote for that position, once a collective decision has been taken Board members are required to support that decision.

The function of the Board of TCRA is to collectively ensure the delivery of the Organisation’s objects, to set its strategic direction, and to uphold its values. The Board should collectively be responsible and accountable for ensuring and monitoring that the Organisation is performing well, is solvent, and is complying with all its legal, financial, and ethical obligations.

The responsibilities of the Board that cannot be delegated to any other person or body include

- Compliance monitoring – ensuring compliance with the objects, purposes, and values of the Organisation, and with its constitution
- Organisational governance – setting or approving policies, plans and budgets to achieve those objectives, and monitoring performance against them
- Strategic planning – reviewing and approving strategic direction and initiatives
- Regulatory monitoring – ensuring that the Organisation complies with all relevant laws, regulations, and regulatory requirements
- Financial monitoring – reviewing the Organisation’s budget, monitoring management and financial performance to ensure the solvency, financial strength and good performance of the Organisation
- Financial reporting – considering and approving annual financial statements and required reports to government.
- Organisational structure – setting and maintaining a framework of delegation and internal control
- Leadership selection – selecting, evaluating the performance of, rewarding and, if necessary, dismissing any of the Organisation’s leaders in accordance with the Constitution.
- Succession and remuneration planning as required
- Risk management – reviewing and monitoring the effectiveness of risk management and compliance in the Organisation; agreeing or ratifying all policies and decisions on matters which might create significant risk to the Organisation, financial or otherwise
- Dispute management – dealing with and managing conflicts that may arise within the Organisation, including conflicts arising between Board members, staff, the CEO, members, volunteers, or service users.
- Social responsibility – considering the social, ethical, and environmental impact of all activities and operations and ensuring that these are acceptable
- Board performance and composition – evaluating and improving the performance of the Board

Relationship with management

The Board should focus on the strategic direction and the core policies of the Organisation and avoid becoming involved in day-to-day operational decisions. Where individual Board members do need to become involved in operational matters, they should separate their strategic role (where they operate independently of any direction) from their operational role (where they act at the direction of management).

Governance Procedures

It shall be the responsibility of the Board to establish and maintain standing orders, policies and procedures, and systems of financial control, internal control, and performance reporting.

It shall be the responsibility of the Board to clearly demarcate and delegate the functions of sub-committees, officers, the CEO, and other staff and agents.

It shall be the responsibility of the CEO to address key management and operational issues within the direction and the policies laid down by the Board, including

1. Developing and implementing organisational strategies and making recommendations to the Board on significant strategic initiatives.
2. Making recommendations for the appointment of staff, determining terms of appointment, evaluating performance, and developing and maintaining succession plans for staff.
3. Developing the annual budget and managing day-to-day operations within the budget.
4. Maintaining an effective risk management framework.
5. Keeping the Board and regulators informed about any developments with a material impact on the Organisation's performance; and
6. Managing day-to-day operations in accordance with agreed standards for social, ethical, and environmental practices.

Internal controls

The Board should set and maintain standing orders, policies and procedures, and systems of financial control, internal control, and performance reporting. The Board should ensure that there is a system for the regular review of the effectiveness of its financial control, internal control, performance reporting, and policies and procedures.

Managing risk

The Board should undertake a full risk assessment (either periodically or on a rolling basis) and take appropriate steps to manage the Organisation's exposure to significant risks. The Board must regularly review the risks to which the Organisation is subject, and take action to mitigate risks identified.

Board review

The Board should ensure that there is a system for the regular review of its own effectiveness in meeting its responsibilities.

Governance training

Appropriate training will be offered, source or provided as required to ensure the sound corporate governance of the TCRA is achieved.

Environmental Policy

TCRA is committed to protecting the environment. We are continually looking for new ways to reduce the environmental impact of all our activities. We encourage our community and partners to do the same. This Environmental Policy aligns with the TCRA Sustainability Plan included in the TCRA Business Plan (prepared November 2018).

The TCRA Board is responsible for ensuring that the environmental policy is implemented. However, all employees, volunteers and members have a responsibility in their roles to ensure that the aims of the policy are met.

TCRA aims to:

- Involve staff, volunteers, and members in the implementation of this policy, for greater commitment and improved performance
- Comply with, and exceed, all relevant regulatory requirements
- Continually improve and monitor environmental performance
- Continually improve and reduce environmental impacts
- Incorporate environmental factors into organisational decisions
- Use local labour and materials where possible to reduce carbon kilometres and support our community
- Buy recycled and recyclable products and equipment where possible
- Reuse and recycle all products and equipment where possible
- Reduce the amount of energy used as much as possible
- Reduce the amount of water used as much as possible
- Consider energy consumption and efficiency when purchasing new equipment, and favour more environmentally friendly and efficient equipment wherever possible
- Reduce the need to travel, restricting to necessary trips only and promoting the use of travel alternatives such as digital communication
- Increase employee, volunteer and member awareness of environmental issues and offer training where possible
- Support staff and volunteers to use more environmentally friendly transport such as public transport and bicycles
- Work with our community, partners, suppliers, and sub-contractors to improve their environmental performance.

The Environmental Action Plan is included in *TCRA Goal Tracking* and should be reviewed at least annually or as required.

Community Participation Policy

TCRA is required under its broadcasting license and through its adherence to the Community Broadcasting Codes of Practice to ensure that the Organisation meets or exceeds its requirements to:

- Encourage members of the community they serve to participate in the operations of the licensee in providing the service and the selection of and provision of programs under the licence (community participation requirement) and
- Continue to represent the community interest they represented at the time their licence was allocated or last renewed (community representation requirement)

As a community based, not for profit association, TCRA relies on members of the community for its ongoing operation, administration, and on-air programming. Through transparent governance, TCRA:

1. Will constantly seek to increase its level of community participation in all operations.
2. Will develop strategies that encourage community participation in the station's operations and in the selection and provision of programming.
3. Will encourage all community groups (including but not limited to): sporting, age-related, Culturally and Linguistically Diverse communities (CALD), communities of faith, arts and local interest and individuals to become members and fully participate in all aspects of the station's operation and broadcast.
4. Promote and facilitate the inclusion of Indigenous programming and coverage of Indigenous issues with consideration to the following:
 - i. advice from Indigenous Australian in the production of programs focusing on Indigenous Australians and issues
 - ii. take care to verify and observe the appropriate way to respect culture and custom when reporting on Indigenous issues
 - iii. observe regional differences, use appropriate words and phrases in referring to Indigenous peoples and their regional groups, seek proper advice about respecting Indigenous bereavement customs and use suitable words and phrases when reporting on the social and emotional well-being of Indigenous people.
5. Will be committed to a totally open and non-discriminatory policy in regard to membership and participation.
6. Will ensure that it meets the needs and interests of the local community in the following ways:

- i. Provide regular on-air announcements every day
 - ii. Provide outside broadcasts engaging with the community where practical.
 - iii. Provide training programs to equip potential volunteers in their involvement with the station as available
 - iv. Provide access to information about the Organisation through the official web site
 - v. Provide community service announcements & interviews to encourage regular participation of those in our broadcasting area
 - vi. Seek out local press editorial as appropriate to raise awareness of the Organisation in the community
 - vii. Aim to involve local youth in producing quality programs for local youth
 - viii. Encouraging new & emerging culturally and linguistically diverse communities
 - ix. Develop local partnerships and / or networks and actively seek opportunities to engage with local community groups
7. Will actively engage in new business (sponsors) opportunities to build the Organisation's sustainability.
 8. Will aim to have a Committee of Management that has the expertise to adequately govern and encourage the membership to seek nomination to Committee of Management every 12 months
 9. Will consistently encouraging its local community to join the Organisation and become trained to produce programs appropriate to our local community.
 10. Will encourage and recruit its local community to become financial members of the Organisation.
 11. Will encourage presenters to use social media to promote their shows especially on the 92.3FM 4TVR Facebook page.

Membership Policy

Membership will be conducted in accordance with the Constitution as set out in Sections 5-10 The Constitution of Tableland Christian Radio Association Incorporation IA19516.

"5. (1) The membership of TCRA shall consist of ordinary members and is open to any person who is willing to abide by the objects and rules of the Association.

(2) The number of ordinary members is unlimited.

(3) Application for membership must be in writing, signed by the applicant and shall be in such form as the management committee from time to time prescribes.

MEMBERSHIP FEES

6. (1) The membership fee shall be such sum as the members shall from time to time at any general meeting so determine.

(2) The membership fee shall be payable at such time and in such manner as the management committee shall from time to time determine.

ADMISSION AND REJECTION OF MEMBERS

7. (1) The management committee must consider any application for membership at the next meeting of the committee held after it receives:

(a) the application; and

(b) the appropriate membership fee for the application.

(2) The management committee must decide at the meeting whether to accept or reject the application.

(3) If a majority of the management committee members present at the meeting vote to accept the applicant as a member, the applicant must be accepted as a member.

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(4) The secretary of the TCRA must, as soon as practicable after the management committee decides to accept or reject an application, give the applicant a written notice of the decision.

WHEN MEMBERSHIP ENDS

8. (1) A member may resign from the association by giving written notice of resignation to the secretary.

(2) The resignation takes effect on:

(a) the day and at the time the notice is received by the secretary; or

(b) if a later day is stated in the notice - the later day.

(3) The management committee may terminate a member's membership if the member:

(a) is convicted of an indictable offence; or

(b) does not comply with any of the provisions of these rules; or

(c) has membership fees in arrears for at least 2 months; or

(d) conducts himself or herself in a way considered to be injurious or prejudicial to the character or interests of the TCRA.

(4) Before the management committee terminates a member's membership, the committee must give the member a full and fair opportunity to show why the membership should not be terminated.

(5) If, after considering all representations made by the member, the management committee decides to terminate membership, the secretary of the committee must give a written notice of the decision..

APPEAL AGAINST REJECTION OR TERMINATION OF MEMBERSHIP

9. (1) A person whose application for membership has been rejected, or whose membership has been terminated, may within one month of receiving written notification thereof, give the secretary written notice of the person's intention to appeal against the decision.

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(2) If the secretary received a notice of intention to appeal, the secretary must, within 3 months after the day of receipt, call a general meeting to decide the appeal.

(3) At the meeting, the applicant must be given a full and fair opportunity to show why the application should not be rejected or the membership should not be terminated.

(4) Also, the management committee and the committee members who rejected the application or terminated the membership must be given an opportunity to show why the application should be rejected or the membership should be terminated.

(5) An appeal must be decided by a vote of the members present at the meeting.

(6) If a person whose application has been rejected does not appeal against the decision within 1 month after receiving written notice of the decision, or the person appeals but the appeal is unsuccessful, the secretary must, as soon as practicable, refund the application fee paid by the person.

REGISTRATION OF MEMBERS

10. (1) The management committee must keep a register of members.

(2) The register of members must include the following particulars for each member:

(a) the full name and residential address of the member;

(b) the date of admission as a member;

(c) the date of death or resignation of the member;

(d) details about the termination or reinstatement of membership;

(e) any other particulars the management committee or the members at a general meeting decide.

(3) The register must be open for inspection at all reasonable times.

(4) However, before the member may inspect the register, the member must apply to the secretary to inspect it."

Human Resource Management Policy

TCRA is a community radio station, which relies largely on the efforts of volunteers to maintain its operations. Our volunteers come from a wide range of backgrounds, and volunteer for different reasons such as:

- 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

TCRA aims to treat all volunteers and staff equally with respect and trust and to provide a workplace which is safe, enjoyable and fulfilling. It will endeavour to provide a working environment which is flexible in order to allow its volunteers and staff to gain the benefits they wish from volunteering and working. Conversely, TCRA expects volunteers and staff to act professionally and in good faith towards the station at all times and that they hold the interests of the station and its community in equal regard to their own, thus ensuring positive outcomes for themselves, the station and the community we serve.

TCRA defines volunteers as those who perform the role of presenter or assist the organisation in the provision of other duties that are not in an on-air capacity.

The purpose of this policy is to provide a clear statement about the roles, rights and responsibilities of the volunteers and staff and the Organisation.

Principles of volunteering

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

Rights and responsibilities

The rights of volunteers and staff at TCRA

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
- always expect clear and open communication from management and staff
- 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 or work activity without interruption or interference from management, staff, or other volunteers
- a place of work complying with statutory requirements regarding 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 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 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

The responsibilities of volunteers and staff at TCRA

As a volunteer 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 TCRA
- notify the appropriate person if unable to meet commitments
- accept and abide by station rules



- understand and adhere to the community radio Codes of Practice and maintain familiarity with broadcast laws such as defamation law and the Broadcast Services Act 1992
- not to represent TCRA publicly or commercially unless prior arrangement has been made
- not to bring into disrepute the operations, management, staff, or other volunteers of TCRA
- treat technical equipment with due care 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 TCRA and not for 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 TCRA is safe 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 TCRA

TCRA has the right to:

- expect your cooperation in working to uphold and maintain the station's vision and mission statements, and the objectives of the Organisation.
- 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 TCRA
- 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 impact 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
- release you in accordance with station policies and procedures due to contravention of station rules

TCRA has the responsibility to:

- provide you with a work environment which embraces the principles of equity and access
- 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 the staff has the appropriate skills required to work with you
- provide adequate formal and informal channels for 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.

Every person is an invaluable resource to TCRA and our primary aim is to encourage and support their contribution to the station. However, it is also recognised that there may be times when a person engaged as a volunteer or staff member needs to be counselled, disciplined and perhaps dismissed.

TCRA undertakes to handle such situations in the utmost professional manner, ensuring communication between the station and the volunteer is clear, fair, objective and remains within the policy outlined below. Further, the committee of management will reflect on its own operation and the station's as a whole and consider, in the

instance of disciplinary measures or dismissal, the circumstances surrounding the behaviour which lead to this action. The following questions will guide this process:

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

The process for disciplinary measures and dismissal procedures is outlined below. It aims to provide a clear and fair structure for this process which is easy to follow and understandable to management staff and volunteers. Included is an appeals mechanism to ensure a 'right of reply' to a volunteer or staff who has been disciplined. This is further complemented by the Organisation's Complaints policy. This document does not include the procedure for expulsion of a member from the association. This process is laid out in the constitution of TCRA and in the policy on Membership above.

Disciplinary Action Process

1. The process for disciplinary action is a three-step process which includes
 - a. First formal notice in writing
 - b. Second formal notice in writing
 - c. Notice of dismissal of the volunteer 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 or staff duties for a period of time, may also be deemed 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 and staff will also be provided an appeal against the action. This may take the form of a meeting with the appropriate staff or board member, or a representation in person and/or in writing to the board of management.
8. The volunteer or staff may bring a representative to any such meeting if they choose
9. Should this appeal result in a change in the disciplinary action, or removal of it, this will be confirmed in writing to the volunteer or staff.
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 Community Radio Codes of Practice.
 - d. Engaging in broadcasts which may breach other related legislation such as the Broadcasting Services Act 1992 (which includes sponsorship provisions), copyright or defamation.
 - 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 the Organisation into disrepute
11. Some conduct may be tantamount to 'gross misconduct', in this instance a volunteer or staff may be dismissed without prior warning
12. Conduct which may be classed as gross misconduct may include, but is not restricted to:
 - a. Verbal or physical harassment of any other volunteer, employee, member or guest of the Organisation, particularly in respect of race, sex or religion
 - b. Wilful damage to or theft of property belonging to the Organisation or other volunteer, employee, member or guest of the Organisation
 - c. Falsifications of any of the organisation records for personal gain
 - d. Commercial misrepresentation of the Organisation

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

Bullying

TCRA believes that all people should work/volunteer in an environment free from bullying.

TCRA understands that workplace bullying is a threat to the health and wellbeing of its staff, volunteers and supporters.

Accordingly, TCRA, is committed to eliminating, so far as is reasonably practicable, all forms of workplace bullying by maintaining a culture of openness, support, and accountability. Therefore, TCRA sets 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).

TCRA has a duty of care to provide a safe workplace, and ensure, so far as is reasonably practicable, that workers, volunteers, and other people are not exposed to health and safety risks.

TCRA 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).

Sexual Harassment

TCRA 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 environment is free from sexual harassment. Everyone working and volunteering

at TCRA is responsible for the care and protection of our people and for reporting information about suspected sexual harassment.

TCRA is fully committed to its obligation to prevent and eliminate sexual harassment in the workplace.

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.

TCRA will not tolerate sexual harassment under any circumstances. Responsibility lies with every Manager, Supervisor, staff member 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/volunteer-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/volunteership.

TCRA 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 relevant manager, human resource personnel or 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.

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

Complaints Policy

Code 7 of the Community Broadcasting Codes of Practice outlines how to formally handle complaints from the general public, volunteers, members and staff.

This policy is to outline the most appropriate way for TCRA to respond to complaints, and other comments from the general public, volunteers, members and staff.

1. TCRA acknowledges the right of its audience and personnel to comment and make complaints in writing concerning:
 - a. compliance with the CBAA Codes of Practice or a condition of the licence;
 - b. program content; and
 - c. the general service provided to the community
2. We broadcast at least one on-air announcement each week that contains information about the Community Radio Codes of Practice and where listeners can get a copy.
3. Complaints must be lodged in writing using one of the following methods:
 - a. an official email address (admin@923.com.au)
 - b. standard post to TCRA's postal address.
Address to: Secretary
Tableland Christian Radio Association
PO Box 1402
MAREEBA QLD 4880
4. Should a complaint be received through these channels that relate to human resources related issues, it will be managed through the HR complaints process.
4. TCRA will make every reasonable effort to resolve complaints, except where a complaint is clearly frivolous, vexatious or not made in good faith.
5. TCRA will ensure that:
 - a. complaints will be received by a responsible person in normal office hours;
 - b. complaints will be conscientiously considered, investigated if necessary and responded to as soon as practicable; and
 - c. complaints will be responded to in writing within 60 days of receipt (as required in the Broadcasting Services Act, Section 14B), and will include a copy of the Community Broadcasting Code of Practice.
 - d. complainants are advised in writing that they have the right to refer their complaint to the ACMA provided they have first:
 - i. formally lodged their complaint with the licensee
 - ii. received a substantive response from the licensee and are dissatisfied with this response
6. A record of complaints form will be maintained in a permanent, for a period of at least two years by the Secretary of TCRA.
7. The record of complaints will be made available to ACMA on request, in a format advised by ACMA.

Internal Conflict Policy

In managing internal conflict between station members/volunteers/staff/supporters (station person/s) TCRA will pursue the following commitments

1. A fair, transparent and impartial investigation process;
2. To make all reasonable effort to resolve the internal conflict within 90 days;
3. To provide all parties involved with reasonable notice of meetings;
4. Access to some form of independent mediation processes where resolution is not easily achieved;
5. Access to an appeals process;
6. To respect all individuals' rights to privacy and to fair and equal treatment.

Stage 1: Investigation and internal complaint resolution

The station will investigate complaints with all parties concerned by a nominated officer with the authority to represent the licensee (e.g. Station Manager or President), or a complaints committee made up of representatives of the board of management or other impartial members appointed to the committee.

The investigation process will generally follow these steps:

- i. Establish if there has been any breach of station policy, broadcasting law, or other legal requirement;
- ii. Recommend appropriate action in relation to programmers/volunteers/staff if a breach has occurred;
- iii. Negotiate for dispute resolution by managing discussion between disputants, which is aimed to bring about agreement or a settlement of opposing demands or attitudes;
- iv. Recommend appropriate legal response if legal action is likely or is taking place;
- v. Recommend appropriate response to the complainant/s after taking legal advice if necessary;
- vi. Recommend appropriate action/s needed to avoid future breaches;
- vii. Write to all parties involved in the investigation outlining the outcomes of the investigation and informing them that they have a right to lodge a letter of Appeal regarding the determination made by the investigating party to the full board of the station at their next sitting.

Stage 2: Mediation

Where Complaints are not resolved through the findings of the investigation process:

- i. Consider independent mediation or arbitration if a reasonable outcome for all parties cannot be achieved. (A range of free services are available to not-for-profit organisations, or TCRA may use a person/party agreed by all to be independent and impartial to mediate an outcome)
- ii. Consider impartial legal or other expert advice as required

Stage 3: Reporting and Record Keeping

To keep a record of material relating to complaints, including logging tapes or audio copies of broadcast material, and written documentation for 1 year, including:

- i. The date and time the complaint was received;
- ii. The name and address of the complainant;
- iii. The substance of the complaint;
- iv. The substance and date of the licensee's response.

Diversity Policy

Tableland Christian Radio Association Inc. recognizes its talented and diverse members, volunteers, and supporters are a key to the continuation of the provision of community radio services in accordance with our vision. Tableland Christian Radio Association Inc. is committed to seeking out and developing people who can both benefit from involvement in and contribute to community radio.

Diversity management benefits individuals, teams, our Association and the people the Association connects with. We recognize that everyone brings their own unique capabilities, experiences and characteristics to the activities undertaken by the Association. We value such diversity in all areas and roles in all that we do.

Tableland Christian Radio Association Inc. believes in treating all people with respect and dignity. We strive to create and foster a supportive and understanding environment in which all individuals realize their maximum potential within the Association, regardless of their differences. We are committed to assisting people to be active within a role or roles and to engage in a role to their full capacity. We recognize the importance of reflecting the diversity of our community also and will strive to translate this diversity into meaningful broadcast content.

Tableland Christian Radio Association Inc. is diverse along many dimensions. Our diversity encompasses differences in ethnicity, gender, language, age, socio-economic status, physical and mental ability, thinking styles, experience, and education. We believe that the wide array of perspectives that results from such diversity promotes community inclusion across our organization and enables the delivery of broadcast content suitable for everyone.

Volunteering and Recruitment

As a community radio station, Tableland Christian Radio Association Inc. engages volunteers on an inclusive basis irrespective of cultural, linguistic and national backgrounds and provide induction procedures to promote cohesion and understanding between individuals. This practice amplifies the vision of the Association and enables us to reach more people through the incorporation of different perspectives.

Personal development

Tableland Christian Radio Association Inc. provides a safe and supportive environment for individuals to engage in a broad range of activities that add to human capital for the community. Training and development is provided on an opt-in basis and is both formal programmes and informal development opportunities.

Diversity practices

Tableland Christian Radio Association Inc. recognizes that there are distinct demographic groups that have long been disadvantaged. We recognize that racism, ageism, sexism and other forms of discrimination are problems both for our organization and society. The Association is committed to tackling cultural stereotypes both within and outside our organization. In line with our Constitution objectives we conduct our organization in a manner consistent with the beliefs and values of the local Christian Churches who uphold the authority of the Bible. To combat discrimination, we will conduct ourselves in accordance with the biblical basis specifically noting Romans 15:7, "Accept each other just as Christ has accepted you so that God will be given glory". Our diversity policy will be distributed and explained to people involved within our organization.

Programming Policy

As guided by the Community Broadcasting Codes of Practice and the conditions of our broadcasting licence, TCRA ensures that the range of programs available on the station are representative of our broadcast area (Mareeba RA1), the licence conditions and the wider community.

As guided by our Constitutional objectives (set out in the "Purpose" above) and our Diversity Policy this procedure informs the process as to which 92.3FM 4TVR assesses the suitability of programs for inclusion on our programming grid. It is designed to ensure equality, fairness and diversity across our programming schedule.

Procedures:

Programming Proposals

- Proposals for programming are invited by all members of the community regardless of their membership of TCRA.
- Program proposals can be submitted directly to the station management via email, post or in person, or any other form acceptable as organised. The Program Proposal form will be made available to the public by the Organisation.
- The station management will consider all program proposals based on the following criteria:

- Diversity in Programming: Program proposals that bring content that is relevant to the broadcast area AND are not being met by current programming will be given priority. Should two program proposals exist where all parts of the application are equal – except for the content of the program, the proposal that fills a niche currently not represented should be given preference.
- Community Feedback: Acceptance of program proposals should be informed by feedback received by the station from the general community and members that highlights types of programs that may not be currently scheduled on 92.3FM 4TVR.
- Available Time Slot: A program proposal will ask for the presenter to nominate preferred timeslots for their program to air. If the proposed timeslots are unavailable, 92.3FM 4TVR can propose an alternate timeslot. IF this is not suitable, the program can be given provisional approval pending schedule availability.
- Volunteer: It is a requirement of the station that a presenter must be an inducted Volunteer before they are permitted to broadcast on 92.3FM 4TVR.
- Completion of Training: It may be a requirement of the station that a presenter must complete a training course approved by TCRA before becoming a presenter on the station.
- Provide content outlined in their initial program proposal.
- Provide relevant content to the listening community
- Meet volunteership and training expectations outlined by the Organisational Policies
- Comply with the General programming requirements as set out in the *Community Radio Broadcasting Codes of Practice Code 3* which are included below.

“Code: 3

Purpose: General programming

To encourage programming that reflects our community interest and guiding principles

3.1 Our community radio station will not broadcast material that may:

- (a) incite, encourage, or present for its own sake violence or brutality,
- (b) mislead or alarm listeners by simulating news or events,
- (c) present as desirable the use of illegal drugs, the misuse of tobacco or alcohol as well as other harmful substances, and
- (d) glamorise, sensationalise, or present suicide as a solution to life

problems.

In particular, broadcast material should not provide explicit details about the method and/or location of a suicide attempt or death.

3.2 We will attempt to avoid censorship where possible. However, in our programming decisions we will consider our community interest, context, degree of explicitness, the possibility of alarming the listener, the potential for

distress or shock, prevailing Indigenous laws or community standards and the social importance of the broadcast.

3.3 We will not broadcast material that is likely to stereotype, incite, vilify, or perpetuate hatred against, or attempt to demean any person or group, on the basis of ethnicity, nationality, race, language, gender, sexuality, religion, age, physical or mental ability, occupation, cultural belief or political affiliation. The requirement is not intended to prevent the broadcast of material which is factual, or the expression of genuinely held opinion in a news or current affairs program or in the legitimate context of a humorous, satirical or dramatic work.

3.4 We will have programming practices that protect children from harmful material but will avoid concealing the real world from them.

3.5 We will follow applicable privacy laws by:

- (a) respecting people's legitimate right to protection from unjustified use of material which is obtained without consent or through an invasion of privacy,
- (b) only broadcasting the words of an identifiable person where:
 - (i) that person has been told in advance that the words may be broadcast, or
 - (ii) it was clearly indicated at the time the recording was made that the material would be broadcast, or
 - (iii) in the case of words that have been recorded without the knowledge of a person, that person has indicated his/her agreement prior to broadcast

3.6 News, current affairs (including news updates and promotions), documentaries, feature programs and interviews shall:

- (a) provide access to views not adequately represented by other broadcasting sectors,
- (b) present factual material accurately and ensure that reasonable efforts are made to correct substantial errors of fact as quickly as possible,
- (c) clearly distinguish factual material from commentary and analysis,
- (d) present news in such a way that it does not create public panic or unnecessary distress to listeners, and,
- (e) represent viewpoints fairly without having a misleading emphasis, editing out of context or withholding relevant and available material.

3.7 Community broadcasters play a vital role in broadcasting emergency information. Community radio stations with the ability to offer emergency broadcasts will:

- (a) have procedures in place to enable appropriate local emergency broadcasts,

(b) liaise with appropriate emergency and essential service organisations, and

(c) ensure the accuracy of emergency information.

References: Appendix 5: Reporting suicide and mental illness responsibly – resources available.”

Music Policy

In order to ensure that all the needs of 92.3FM 4TVR’s community interest are met adequately, all new music shall be approved by the Music Manager for suitability prior to it being given airplay.

The purpose of this section is to outline the criteria and selection process required before a song can be considered appropriate for airplay. 92.3FM 4TVR respects the core family values, which are embedded within the Christian Faith as practiced by our core listener, and seeks to support these values through music that deemed suitable for people of all ages, particularly young children and that does not overtly oppose the fundamental values of Christianity in general.

In accordance with the Programming Policy all music played on the station shall:

1. Be of appeal to the majority of the target audience.
2. Lyrics are positive, encouraging and supportive or at least non-offensive and that aren’t against the Biblically based values/principles of our core listener.
3. Have a video clip/s of the performance of the song that are not sexually suggestive/smutty/graphic and adhere to the core values of the core listeners i.e. can be viewed by young children.
4. Be performed by an artist that does not have a public stance/position that is against the Biblically based values/principles of our core listener. There should be nothing they publicly advocate that would go against the values/principles of our core listener.
5. Pass the “7 year old test”. Ask if a mum would want her 7 year old to hear it? If in doubt, leave it out.
6. Showcase Australian artists, especially local artists. As per CBA Codes of Practice the station will play at least 25% Australian content. Australian content is calculated as a percentage of all music played over a calendar month and do not include music used in sponsorship announcements, programs, or station promotions.
7. Final say on a songs inclusion or exclusion is at the discretion of the Music Manager and conjunction with the TCRA Board.
8. Music must be of a good technical quality (although exceptions shall be



made for local artists. It must always be borne in mind that 92.3FM 4TVR is a community station and at times, technical quality and target audience appeal may be of secondary importance. At all times the music of artists from our local region, should be given every encouragement and inclusion in our air-time.

9. Music Selection may be undertaken by a selection committee made up of interested and qualified people.

Sponsorship Policy

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 three key requirements of a sponsorship announcement:

- Sponsorship content will be limited to five minutes in any hour (Broadcasting Services Act 1992 Sch 2, Part 5 clause 9 (3))
- Every sponsorship announcement will be clearly "tagged" (Broadcasting Services Act Sch 2, Part 1, clause 2 (2)b)
- There must be a bona fide financial relationship between the sponsor and the station or program.

In line with the community broadcasting code of practice (Code 6), this station will ensure that:

- sponsorship will not be a factor in determining access to broadcasting time
- the content and style of individual programs is not influenced by the sponsors of programs, and
- overall programming of community broadcasting stations is not influenced by sponsors.

Further information on sponsorship requirements is available from the ACMA's document, 'Sponsorship Guidelines for Community Broadcasting Services' - .see www.acma.gov.au.

The purpose of this policy is to ensure compliance with the BSA and the Codes of Practice. It is furthermore to give clear direction on TCRA's ethos with relation to sponsorship.

Policies:

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 management 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. promotes irresponsible use of alcohol, or
 - b. be directed towards minors.
5. Sponsorship will not be accepted from person or groups whose policies or practices are inconsistent with the general directions of TCRA.
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 TCRA without written consent of the station management (or board of management).
8. Under no circumstances can presenters accept gifts, products or services of payments in return for promotion of a product, service or business.
9. TCRA reserves the right to refuse any paid announcement.

Acknowledgements

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Tableland Christian Radio Association Incorporated, The Constitution IA19516

Appendix A



Tableland Christian Radio Association Inc.

Position Descriptions

Version 2.0 – November 2022

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Tableland Christian Radio Association Inc. (TCRA) – Position Description

President – Voluntary role based at TCRA, Mareeba, Qld

Objective:

To provide supportive leadership to ensure the Association fulfils it's responsibilities to contribute to successful outcomes and relationships. To be a spokesperson whose efforts build and maintain key relationships within and outside of the Association.

Key responsibilities and accountabilities:

- Accountable for overseeing all activities of the Association
- Lead and oversee strategic direction of the Association
- Oversee board governance
- Represent the Association as appropriate
- Chair board meetings, general and special meeting of the Association
- Signing officer for the executive board
- Provide communication about Association activities as appropriate
- Actively encourage all facets of sustainability and growth of Christian radio in the Atherton Tablelands region.

Requirements:

- Must be a financial member of TCRA
- Elected by TCRA member



Tableland Christian Radio Association Inc. (TCRA) – Position Description

Vice-President – Voluntary role based at TCRA, Mareeba, Qld **Objective:**

The Vice President is responsible for assisting the President as required and shall assume the duties of the President in their absence.

Key responsibilities and accountabilities:

- Assume responsibilities of the President when he/she is absent.
- Provide support to the President to lead and oversee strategic direction of the Association
- Assist in oversight of board governance
- Represent the Association as appropriate
- Chair board meetings, general and special meeting of the Association in the absence of the President
- Signing officer for the executive board
- Provide communication about Association activities as appropriate
- Assist with encouragement of all facets of sustainability and growth of Christian radio in the Atherton Tablelands region.

Requirements:

- Must be a financial member of TCRA
- Elected by TCRA member



Tableland Christian Radio Association Inc. (TCRA) – Position Description

Secretary – Voluntary role based at TCRA, Mareeba, Qld

Objective:

To ensure documentation and communication of the activities of the management committee as the primary administration office of the management committee.

Key responsibilities and accountabilities:

- Coordinate scheduling of Board of Directors meeting, Annual General Meeting and other meetings as required.
- Prepares and distributes agenda and minutes for all Association meetings and the Annual General Meeting within the timelines as described in the Association's by-laws.
- Maintains a record of attendance for all Association meetings.
- Serves as records coordinator for Executive Board
- Serves as signing officer for Executive Board as required
- Represent the Association as appropriate
- Provide communication about Association activities as appropriate
- Actively encourage all facets of sustainability and growth of Christian radio in the Atherton Tablelands region.

Requirements:

- Must be a financial member of TCRA
- Elected by TCRA members



Tableland Christian Radio Association Inc. (TCRA) – Position Description

Treasurer – Voluntary role based at TCRA, Mareeba, Qld

Objective:

The Treasurer shall ensure that the association's revenues are properly collected, and account for such funds together with any and all expenditures in the manner required by the auditors.

Key responsibilities and accountabilities:

- Accountable for the financial management of the Association's financial information, including maintaining all official financial records, and maintaining the financial statements.
- Monitor the financial position of the Association, identify possible financial problems and brings such matters to the Executive Board
- Prepare and submit a report at each Executive Board meeting on financial activities that have occurred since the last meeting.
- Signing Officer for the Executive Board
- Provide budgetary advice related to the activities of the Association as appropriate and monitor throughout the year.
- Serve as liaison between the Executive Board and the accountant for the Association.
- Represent the Association as appropriate
- Provide communication about Association activities as appropriate
- Actively encourage all facets of sustainability and growth of Christian radio in the Atherton Tablelands region.

Requirements:

- Must be a financial member of TCRA
- Elected by TCRA member



Tableland Christian Radio Association Inc. (TCRA) – Position Description

Committee Member – Voluntary role based at TCRA, Mareeba, Qld Objective:

To engage with Executive Board activities and decisions as appropriate. To provide support and assistance as required.

Key responsibilities and accountabilities:

- Actively engage in discussion and activities relevant in the Association and support Executive Board as appropriate.
- Engage with and contribute to the strategic direction of the Association
- Assist with board governance
- Represent the Association as appropriate
- Provide communication about Association activities as appropriate
- Actively encourage all facets of sustainability and growth of Christian radio in the Atherton Tablelands region.

Requirements:

- Must be a financial member of TCRA
- Elected by TCRA member



Tableland Christian Radio Association Inc. (TCRA) – Position Description

92.3FM Station Manager – Paid and/or voluntary role based at TCRA, Mareeba, Qld

Reports to: TCRA Management Board

Objective:

The Station Manager is responsible for increasing community engagement and content that grows the station in accordance with the Strategic Plan.

Key responsibilities and accountabilities:

Duties:

- Facilitate activities of 92.3 FM to ensure alignment with the vision and mission of the organization.
- Ensure compliance with the *Community Broadcasting Codes of Practice 2008*.
- Report to Executive Board as required.
- Liaise with 92.3 FM volunteers and TCRA members to build and maintain the presence of Christian Community radio in the Atherton Tableland region.
- Provide communication about 92.3 FM activities as required.
- Undertake training and engage with mentoring as appropriate.
- Actively engage with 92.3 FM events and activities to build and maintain meaningful relationship with all stakeholders, contributors, and listeners.
- Identify key areas for engagement and opportunities for station/volunteer growth.
- Conduct activities and maintain a safe operating environment.

Key measures:

- Policy, plans and procedures are followed as appropriate.
- Compliance standards are maintained, or any non-compliance reported within a reasonable timeframe and assistance sought to resolve any issues as soon as practicable.
- Contributes to the Strategic Plan Goal Tracking to demonstrate station engagement and growth.
- Training and mentoring sessions attended as arranged.
- Identified, explained and evidenced strategies for personal management, e.g. use of professional supervision, time-management strategies, engagement with identified mentor/s, prayer supports, or other appropriate strategies to maintain well/being (NOTE: Additional support may be

provided as required to assist the Station Manager with duties to ensure a healthy work/life balance can be achieved.)

Skills/Qualifications/Experience:

- Background in community engagement and/or business management
- Microsoft Office Suite: Intermediate
- Software/Technology: Previous experience in using software and other computer-based technologies.
- Health and Safety: Awareness of WHS legislative requirements.
- Budgeting: Can provide simple project costing, obtain quotes and track any income and expenses (if required).
- Industry Knowledge: Experience working/volunteering within the community radio sector and fundraising with not-for-profit organisations.
- Demonstrated experience in maintaining meaningful engagement with a range of stakeholders.

Requirements:

- Must have a passion for the vision and values of Tableland Christian Radio Association Inc.
- Problem solving skills: Identifies the root causes and breaks the problem down into the key issues. Grasps new concepts and can see the problem in relation to the bigger picture. Generates multiple explanations and solutions or reaches out to appropriate expertise to find solutions.
- Strong interpersonal skills: able to communicate clearly and effectively and at the appropriate level with various types of people.
- Leadership: Can articulate a common vision and provide others with a sense of direction. Encourage others to perform at their best.
- Flexible, adaptive and resilient: able to shift strategies and accept other viewpoints Adapts quickly and effectively to changing situations.
- Self-motivated/self-managed: has an underlying concern for doing things better. Self-driven and enthusiastic.
- Appointed by the Executive Board of TCRA



Tableland Christian Radio Association Inc. (TCRA) – Position Description

Technical Manager – Voluntary role based at TCRA, Mareeba, Qld **Objective:**

Undertake duties and functions associated with the development, maintenance and monitoring of the 92.3FM Christian Community radio station (92.3FM) technical facilities.

Key responsibilities and accountabilities:

- Oversee the technical facilities and function of these facilities within 92.3FM
- Liaise with 92.3FM volunteers and TCRA member to build and maintain the presence of Christian Community radio in the Atherton Tableland region
- Report to the Station Manager as appropriate and present to the Executive Board as required.
- Provide information about equipment/facility needs as required.
- Oversee the scheduling duties and support volunteers to engage in such activities to provide skills development opportunities for volunteers.
- Willingness to engage with training as appropriate and/or lead training opportunities
- Represent the Association as appropriate
- Provide communication about Association activities as appropriate
- Actively encourage all facets of sustainability and growth of Christian radio in the Atherton Tablelands region.

Requirements:

- Must have a passion for the vision and values of Tableland Christian Radio Association Inc.
- IT knowledge and experience appropriate for station operations
- Appointed by the 92.3FM Station Manager in conjunction with the Executive Board of TCRA



Tableland Christian Radio Association Inc. (TCRA) – Position Description

Programmes Director – Voluntary role based at TCRA, Mareeba, Qld

Objective:

To provide oversight and management of the content presented and published by 92.3FM on all platforms utilised so that a cohesive, consistent message is shared that is in keeping with the vision and mission of TCRA.

Key responsibilities and accountabilities:

- Review and monitor content to ensure consistency with station objectives and across multiple platforms
- Encourage and guide volunteers in connecting content contribution with station objectives
- Liaise with Technical Manager, Sponsorship/Membership Coordinator and Office Administrator to ensure appropriateness, timeliness and accuracy of sponsorship spots for broadcast
- Liaise with 92.3FM volunteers and TCRA members as appropriate to manage content
- Contribute to continuing discussion, planning and implementing of content campaigns and station message
- Willingness to engage with training as appropriate and/or lead training opportunities
- Represent the Association as appropriate
- Provide communication about Association activities as appropriate
- Actively encourage all facets of sustainability and growth of Christian radio in the Atherton Tablelands region.

Requirements:

- Must have a passion for the vision and values of Tableland Christian Radio Association Inc.
- Skills and experience appropriate for role and station operations
- Appointed by the 92.3FM Station Manager in conjunction with the TCRA Board



Tableland Christian Radio Association Inc. (TCRA) – Position Description

Office Administrator – Voluntary role based at TCRA, Mareeba, Qld Objective:

To oversee the office operations ensuring appropriate and timely handling of communication and upkeep and practice of the Association's policies and procedures.

Key responsibilities and accountabilities:

- Coordinate office activities and operations to secure efficiency and compliance to the Association's policies
- Manage communication and distribute it appropriately
- Liaise with the Sponsorship/Membership Co-ordinator, Receptionist and Accounts Clerk to ensure smooth operation of the administrative activities of the Association.
- Support budgeting and bookkeeping procedures
- Create and update records and databases or distribute such activities as appropriate
- Request and secure office supplies as required
- Assist other people engaged with the Association as appropriate
- Willingness to engage with training as appropriate and/or lead training opportunities
- Represent the Association as appropriate
- Provide communication about Association activities as appropriate
- Actively encourage all facets of sustainability and growth of Christian radio in the Atherton Tablelands region.

Requirements:

- Must have a passion for the vision and values of TCRA
- Skills and experience appropriate for role and station operations
- Appointed by the 92.3FM Station Manager in conjunction with the TCRA Board



Tableland Christian Radio Association Inc. (TCRA) – Position Description

Accounts Clerk – Voluntary role based at TCRA, Mareeba, Qld

Objective:

To manage the station's administrative systems and financial records.

Key responsibilities and accountabilities:

- Manage accounting systems and record keeping activities and operations to secure efficiency and compliance to the Association's policies
- Manage communication and distribute it appropriately
- Liaise with the Office Administrator, Sponsorship/Membership Co-ordinator and the Receptionist to ensure smooth operation of the administrative activities of the Association.
- Support budgeting and bookkeeping procedures
- Create and update records and databases or distribute such activities as appropriate
- Request and secure office supplies as required
- Assist other people engaged with the Association as appropriate
- Willingness to engage with training as appropriate and/or lead training opportunities
- Represent the Association as appropriate
- Provide communication about Association activities as appropriate
- Actively encourage all facets of sustainability and growth of Christian radio in the Atherton Tablelands region.

Requirements:

- Must have a passion for the vision and values of TCRA
- Skills and experience appropriate for role and station operations
- Appointed by the 92.3FM Station Manager in conjunction with the TCRA Board



Tableland Christian Radio Association Inc. (TCRA) – Position Description

Receptionist – Voluntary role based at TCRA, Mareeba, Qld

Objective:

To manage the station's office and receptionist activities, and to operate as the first point of contact on behalf of the station.

Key responsibilities and accountabilities:

- Manage communication and distribute it appropriately
- Ensure information is distributed in accordance with compliance to the Association's policies
- Liaise with the Office Administrator and Accounts Clerk to ensure smooth operation of the administrative activities of the Association.
- Liaise with other key people within the Association to ensure smooth operation of all activities.
- Create and update records and databases or distribute such activities as appropriate
- Request and secure office supplies as required
- Assist other people engaged with the Association as appropriate
- Willingness to engage with training as appropriate and/or lead training opportunities
- Represent the Association as appropriate
- Provide communication about Association activities as appropriate
- Actively encourage all facets of sustainability and growth of Christian radio in the Atherton Tablelands region.

Requirements:

- Must have a passion for the vision and values of TCRA
- Skills and experience appropriate for role and station operations
- Appointed by the 92.3FM Station Manager in conjunction with the TCRA Board



Tableland Christian Radio Association Inc. (TCRA) – Position Description

Music Director – Voluntary role based at TCRA, Mareeba, Qld **Objective:**

To oversee the inclusion of relevant and appropriate music for broadcast and social media content that is consistent with the vision statement of TCRA.

Key responsibilities and accountabilities:

- Maintain and add to music library
- Review music to determine consistency with TCRA vision statement
- Liaise with other TCRA and 92.3FM personnel as required
- Provide information about inclusion of music as required
- Follow up requests for specific music, music mixes as required
- Produce or organise to produce promotional/festival music loops when required
- Willingness to engage with training as appropriate and/or lead training opportunities
- Represent the Association as appropriate
- Provide communication about Association activities as appropriate
- Actively encourage all facets of sustainability and growth of Christian radio in the Atherton Tablelands region.

Requirements:

- Must have a passion for the vision and values of TCRA
- Skills and experience appropriate for role and station operations
- Appointed by the 92.3FM Station Manager conjunction with the TCRA Board



Tableland Christian Radio Association Inc. (TCRA) – Position Description

Volunteer Coordinator – Voluntary role based at TCRA, Mareeba, Qld

Objective:

To coordinate recruitment, interviewing, orientation, task allocation and training of volunteers and monitor volunteer hours.

Key responsibilities and accountabilities:

- Engage with community as appropriate to promote and build volunteer opportunities with the Association
- Provide suitable and supportive processes for volunteer to develop skills and meaningful outcomes.
- Induct and coordinate volunteers as required
- Encourage and guide volunteers in connecting content contribution with station objectives
- Liaise with all people associated with 92.3FM to manage volunteer activities within the Association and with other parties
- Monitor volunteer hours to ensure appropriate engagement by each individual
- Contribute to continuing discussion, planning and implementing of Association strategies and operations
- Willingness to engage with training as appropriate and/or lead training opportunities
- Represent the Association as appropriate
- Provide communication about Association activities as appropriate
- Actively encourage all facets of sustainability and growth of Christian radio in the Atherton Tablelands region.

Requirements:

- Must have a passion for the vision and values of TCRA
- Skills and experience appropriate for role and station operations
- Appointed by the 92.3FM Station Manager conjunction with the TCRA Board



Tableland Christian Radio Association Inc. (TCRA) – Position Description

Sponsorship/Members Coordinator – Voluntary role based at TCRA, Mareeba, Qld

Objective:

To increase station revenue and public profile by promoting and selling sponsorship opportunities to the local community, including the business, non-profit, government and philanthropic sectors. To increase membership of the station through engaging with the broader Christian community to build awareness and value of the radio station.

Key responsibilities and accountabilities:

- Engage with the community across all sectors as appropriate to build sponsorship of the station
- Engage with the Christian community to promote and build membership of the Association
- Encourage and guide volunteers in building community connections that contribute to station objectives
- Liaise with 92.3FM volunteers and TCRA members as appropriate to manage opportunities
- Contribute to continuing discussion, planning and implementing of content campaigns and station message
- Willingness to engage with training as appropriate and/or lead training opportunities
- Represent the Association as appropriate
- Provide communication about Association activities as appropriate
- Actively encourage all facets of sustainability and growth of Christian radio in the Atherton Tablelands region.

Requirements:

- Must have a passion for the vision and values of TCRA
- Skills and experience appropriate for role and station operations
- Appointed by the 92.3FM Station Manager conjunction with the TCRA Board



Tableland Christian Radio Association Inc. (TCRA) – Position Description

Announcer – Voluntary role based at TCRA, Mareeba, Qld

Objective:

To provide supportive leadership to ensure the Association fulfils its responsibilities to contribute to successful outcomes and relationships. To be a spokesperson whose efforts build and maintain key relationships within and outside of the Association.

Key responsibilities and accountabilities:

- Produce and broadcast appropriate content that fulfils the vision and mission of the Association. Content must be appropriate for “the whole family”, promote a meaningful, positive life and fit with the station’s tag lines: Positive music”, “family friendly’, “your local community radio”, along with other tag lines.
- Encourage and guide volunteers in connecting content contribution with station objectives
- Liaise with Technical Manager, Sponsorship/Membership Coordinator, Music Director, and Office Administrator to manage programme timing and content appropriateness.
- Liaise with 92.3FM volunteers and TCRA members as appropriate to manage content
- Contribute to continuing discussion, planning and implementing of content campaigns and station message
- Willingness to engage with training as appropriate and/or lead training opportunities
- Represent the Association as appropriate
- Provide communication about Association activities as appropriate
- Actively encourage all facets of sustainability and growth of Christian radio in the Atherton Tablelands region.

Requirements:

- Must have a passion for the vision and values of TCRA
- Skills and experience appropriate for role and station operations
- Appointed by the 92.3FM Station Manager conjunction with the TCRA Board