

It's the little things in Life
that make a big difference



Policy & Procedure Manual

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Our History

The Association was founded in November 1974 as Christ Centred Radio. The name was later changed to Christian Radio Incorporated and, using the trading name Radio Alta Mira, programs were put to air on other stations. A licence to broadcast over Adelaide and environs was granted in 1991 and transmissions began on the third day of October 1993. The new trading name Life-FM was adopted in 1998. The objects, powers and rules of the association are stated in its constitution. A statement of faith (including The Nicene Creed) is annexed to the Constitution to ensure continuity of Christian principles and motives on which the Association was founded. Under its constitution, the management of Christian Radio Inc. is vested in a board of directors elected from the general membership. The Board has appointed a Chief Executive Officer who is responsible for the day to day operations. The CEO is also the CEO of the radio station, Life-FM, the primary business of the Association.

Policy: Programming

Purpose: To encourage programming that reflects our community interest and outline guiding principles.

Background

All broadcast material shall support the aims, philosophy and mission statement of Christian Radio Inc. In particular:

- comply with the law,
- not detract from the Christian faith and its values,
- reflect Christian doctrines as expressed in the Nicene Creed,
- avoid partisan political bias or influence.

All broadcast material shall be of the highest standard. In particular:

- quality in presentation and production shall be at least comparable with other broadcasters in the market,
- within the constraints of budget broadcasting hardware shall be of at least comparable standard to that of other broadcasters in the market.

The CEO will ensure that all staff and volunteers are aware of and follow the policies and legal responsibilities of the station.

The CEO will select, train, develop and mentor staff and volunteers to be of a high professional quality.

Programming Generally

Programming shall be such that the station is attractive to the community of interest and the specific audience targets as determined by the Board from time to time.

The CEO will ensure that the programming is consistent with the target audience and strategies agreed with the Board and the objectives of the Station.

Christian Radio Inc 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.

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.

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.

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

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

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.

Talk Programming

Talk programming and spoken word content shall not conflict with the Christian values of the Station and should promote values consistent with Christian beliefs.

The values to be reflected in talk programming, including interviews, current affairs and listener call in programs would include: integrity, honesty and justice; should offer balanced comment; be affirming and encouraging; demonstrate the love and compassion of God; and avoid partisan political bias or influence.

Talk content should be selected to target the largest listening audience which conforms with the objectives agreed by the Board and the CEO each year in its strategic plan and budget.

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 represent viewpoints fairly without having a misleading emphasis, editing out of context or withholding relevant and available material.

Emergency Broadcasts

Life FM broadcasts in a market well served by better resourced public, commercial radio and television broadcasters, and therefore will not take on the role of an emergency broadcaster.

However, information provided by the appropriate emergency and essential service organisations will be broadcast in a timely and accurate manner, for the benefit of our community.

Indigenous Programmes

We will seek to involve and take advice from Indigenous Australians in the production of programs focusing on Indigenous Australians and issues. Where possible, we will consult the appropriate Indigenous media organisation broadcaster on appropriate forms of communication.

When reporting on Indigenous peoples and issues, we will take care to verify and observe the best way to respect culture and customs by:

- (a) considering regional differences, that is, be mindful of differences between Indigenous local groups,
- (b) using appropriate words and phrases in referring to Indigenous peoples and their regional groups,
- (c) seeking proper advice on how to best respect Indigenous bereavement customs when reporting on people who are recently deceased, and using suitable words and phrases when reporting on the social and emotional well-being of Indigenous people.

Music Generally

Music broadcast shall not conflict with the Christian values of the Station and shall help in promoting those values..

Music shall be selected to target the largest listening audience which conforms with the objectives agreed by the Board and the CEO each year in its strategic plan and budget.

Australian Music

Christian Radio Inc is committed to working with local artists to develop Australian music and provide opportunities for performers to have their work regularly broadcast.

Of all music programming in a calendar month, we will broadcast at least 25 per cent of Australian music.

Codes of Practice Announcement

As required under Code 1.7 Life FM will broadcast at least one announcement each week that contains information about the Codes and where listeners can get a copy.

The following script is an example of a community service announcement that Life FM plays in order to meet the requirements of Code 1.7.

- 1 The announcement shall be along the following lines:
- 2 *This station subscribes to the Community Broadcasting Code of Practice. The Code of Practice outlines matters relating to program content such as news and current affairs, Australian music, sponsorship and complaints about program material. If you would like a copy of the Code of Practice, call us on 8444 5444*

Community Participation

Life FM services a Christian community of interest in Adelaide which is diverse and quite large. At all times the station will endeavour to identify and meet the needs of this community through programming and associated activities. In meeting these needs, Life FM will provide high quality programming that is a genuine Christian alternative to content available on other services. It will actively engage members of the Christian community and interested secular listeners in the provision of the service. This engagement will include individuals, churches and para-church organisations from within our community of interest.

Regular Communication with Community of Interest

To encourage members of our community of interest to participate in the operations of the broadcasting service, Life FM will engage continuously with its community of interest, including by the following means:

- On air – informing listeners of programs, station events, promotions, activities and financial needs and inviting them to participate.
- www.1079life.com web site – updated daily with news and information about the radio station, programs, events, promotions, activities and financial needs and inviting them to participate.
- Mail outs to supporters – with information about the station’s current needs and inviting them to participate.
- eNewsletters - informing community of interest about the radio station, programs, events, promotions, activities and financial needs and inviting them to participate.
- Quarterly newsletters - informing community of interest about the radio station, programs, events, promotions, activities and financial needs and inviting them to participate.
- Social media engagement through outlets such as Facebook and Twitter, with the aim of promoting a “virtual community” or “forum” where conversations consistent with the station’s mission and values can take place. Life FM also encourages the Christian community to participate in the licence in the following ways.

1. Community Participation in Governance

- Membership of Christian Radio Inc. will be open to all within the Christian community of interest who fulfil the requirements of membership as outlined in the constitution of Christian Radio Inc.
- Members of the Board will be elected by the membership and drawn from across the community of interest.
- Directors will bring their expertise and understanding of the community of interest to their role on the Board.
- Membership of Christian Radio Inc. will be encouraged and promoted among the community of interest. Membership will be promoted regularly through the www.1079life.com web site, and through direct mail to supporters of Christian Radio Inc.

2. Community Participation in the Operation

Life FM has a large number of volunteers without whom the broadcasting service could not operate. Volunteering will be encouraged via the www.1079life.com web site where listeners can download a volunteer application form, and from time to time via the quarterly newsletters to supporters, or the

eNewsletter. Volunteers will be able to be involved in all aspects of the broadcasting service, including management, administration, reception, promotions and special events, technical and program presentation.

3. Community Participation in Program Presentation

The majority of spoken word programs on the station will be presented by volunteers from within the community of interest. The board and management will seek program presenters who understand the breadth of the Christian community, the need to be inclusive of all Christian denominations and will adhere to the Programming Policy.

4. Community Participation via Programs

The active involvement of listeners on air will also be encouraged through programming that allows talk back and other forms of participation, including social media participation. Participation includes suggesting and participating in topics and issues suitable for discussion on air. *Examples:* (not exhaustive)

- Life FM's Breakfast, Mornings and Evenings programs regularly conduct interviews and speak with guests on topics suggested by listeners, and/or offered by churches and community organisations.
- *Sunday Night Talk* is a 2 hour magazine which explores life, faith and culture from the Christian perspective.
- It includes interviews with people from within the Christian community, or of interest to the Christian community, and at various times listeners are invited to contact the program to share their comments and views on the subjects covered in the program.
- *The Grass Roots Sports Show* on Saturday has extensive interviews and segments on Community based sports.

5. Community Participation via the Life Diary

Frequently during the day Life FM will promote community activities through the Life Diary segments. Life FM will encourage listeners to submit community information about the activities or needs of their church, school, social club or community organisation through on air promotion and via the www.1079life.com web site.

6. Community Participation via Financial Partnerships

Life FM will encourage its community of interest to support the broadcast service as a financial partner. Christian Radio Inc donations are Tax Deductible (under the Cultural Register provisions of the Tax Act) and donations will be encouraged during our bi annual on air appeals (June and November), and through regular communications with our community of interest.

7. Community Participation via Church Partnerships

More than 50% of Life FM listeners attend church weekly. Life FM will seek to resource and complement the ministry of Christians within the local church context. The Church Partnership Program implemented with the endorsement of denominational leaders will enable Life FM to better promote Church Partners' activities and events, and in turn, the Church Partner church promoting Life FM and its ministry to their congregations, and providing feedback to Life FM on its services to the Christian community.

8. Community Participation via Community Partnerships

Life FM will partner with churches, Christian and other not-for-profit organisations that our community of interest is involved with, for the benefit of the community. The partnerships will include Life FM promoting the event or cause, and if requested, Life FM staff and volunteers being present at the event.

9. Community Participation via Feedback Mechanisms

Life FM will encourage our community of interest to provide feedback on the program content of the station and ensure multiple opportunities to do so. Feedback is solicited through our regular mail outs, newsletters, and special projects eg. *LifeFM McNair and McCrindle surveys*, via our web site, which is promoted on air, and from people at events and promotions. We will also encourage feedback through the Church Partnership program from partner churches. Feedback will be reviewed by station management and listener comments considered when choosing content.

11. Community Participation via Listenership

Life FM will encourage members of the community of interest to participate by becoming a listener to the station, and encouraging their friends and family to listen to Life FM. This will be done through direct contact with people at events, promotional exposure as a result of supporting community activities and events, word of mouth endorsement from existing listeners, and advertisements in various places.

12. Community Participation via “The Roadies” and Special Broadcasts.

Each week Life FM visits various sections of the community to connect directly with listeners via “the roadies” team. This team has promotional gifts and encourages feedback and participation as a volunteer at the station. Many volunteers have been recruited in this way. In addition, Life FM broadcasts the SA Grass Roots Sports Show and connects directly with the local community at football and other events. The station also actively seeks out opportunities to participate in major community events and outside broadcasts, examples are, the Royal Adelaide Show, Christmas Broadcasts from Rundle Mall, live broadcasts from schools, coffee shops, community groups and churches.

The station has partnered with the Schools Ministry Group and has carried out many Outside Broadcasts from schools.

13. Community Participation via Open Days

From time to time Life FM will open its doors to welcome the community to our studios. The community will be able to interact with staff and volunteers, view the premises and see the working studios.

13. Community Participation TV Community Service Announcements.

The station has community service announcements running on Ch 9 and Ch 10 encouraging people to volunteer and become involved with the station.

Complaints Procedure

Informing Audiences

Policy

- 1 In compliance with the Community Broadcasting Code of Practice, Life-FM will ensure that its audience is aware of the Code and how to obtain copies of it.

Procedure

- 2 Community Service Announcements will be made informing the public of the availability of the Code.
- 3 The announcement shall be along the following lines:
- 4 *This station subscribes to the Community Broadcasting Code of Practice. The Code of Practice outlines matters relating to program content such as news and current affairs, Australian music, sponsorship and complaints about program material. If you would like a copy of the Code of Practice, call us on 8444 5444*

Informing Broadcasters

Policy

- 1 Life-FM will ensure that all its on-air staff are accurately informed of what constitutes unacceptable program content, both with respect to media law and station policy.

Procedure

- 2 The standard training and orientation program for new on-air staff will ensure that they are informed clearly of their obligations to uphold both media law and station policy.

Receiving Complaints

Policy

- 1 Life-FM recognises that feedback from listeners, both positive and negative, is important and needs to be responded to in good faith and in a timely manner.

Procedure

- 2 Complaints received by telephone will be recorded on the Complaints Sheet and referred to the most appropriate person on staff for response. Complainants who use the telephone as an initial means of contact with Life-FM over the matter will be encouraged to submit their complaint in writing.
- 3 As a general rule, complaints must deal with specific issues related to any special conditions on Life-FM's licence, the Community Broadcasting Code of Practice or the station's Policies & Procedures.
- 4 So far as is practicable, complainants should receive a response to their complaint within six weeks of Life-FM receiving the complaint.
- 5 The station has a statutory obligation to keep logs of all material broadcast for a minimum of six weeks. This is extended to sixty days for any programs about which a complaint has been lodged.
- 6 Investigation of the complaint should include a check of the log of the particular program, consideration of possible alternatives that were available and a statement of station Policy as it relates to the complaint.
- 7 Official responses to complaints shall always be in writing, detailing the steps that were taken to investigate the matter, and the conclusions arrived at. They shall also include an invitation to discuss the matter further if required.
- 8 Should the complainant be dissatisfied with the official response the following alternatives could be considered:
 - Further consideration of the complaint and a further response.
 - A meeting to consider the issues of concern.
 - No further response because the initial response is deemed to be adequate.
- 9 If the complainant is still dissatisfied with the response, Life-FM will inform them of their right to take the complaint to the Australian Communications Media Authority.

Records and Notification

Policy

- 1 Life-FM will maintain a record of all complaints received, the investigations that were made into them and the responses made. Reports will be made to the Australian Communication and Media Authority at the times and in the format advised by the ACMA.

Occupational Health & Safety

Policy

Life FM will, as far as practicable, provide a safe work environment for the health, safety and welfare of our employees, contractors, visitors and members of the public who may be affected by our work.

To do this, Life FM will:

- develop and maintain safe systems of work, and a safe working environment
- consult with employees and health and safety reps on safety
- provide information and training for employees
- assess all risks before work starts on new areas of operation, for example, buying new equipment and setting up new work methods, and regularly review these risks
- Aim to eliminate risks to personnel, equipment and the environment so far as is reasonably practicable, or, if it is not practicable to so eliminate risks, then to minimise those risks so far as is reasonably practicable..
- provide employees and contractors with adequate facilities (such as clean toilets, cool and clean drinking water, and hygienic eating areas)

Ultimately, everyone at the workplace is responsible for ensuring health and safety at that workplace.

All persons responsible for the work activities of other employees are accountable for:

- identifying practices and conditions that could injure employees, clients, members of the public or the environment
- controlling such situations or removing the risk to safety. If unable to control such practices and conditions, report these to their manager

Life FM demands a positive, proactive attitude and performance with respect to protecting health, safety and the environment by all employees, irrespective of their position.

Manual handling policy

It is Life FM's policy to provide all employees with a safe and healthy workplace by identifying, assessing and controlling manual handling risks.

While management is responsible for the health, safety and welfare of all staff, all employees must report potential and actual manual handling hazards.

Never lift or manually handle items larger or heavier than you can easily support. If you are in any doubt, do not hesitate to ask for help.

Workers' compensation policy

All employees may be eligible for workers' compensation benefits if injured while at work.

Injury procedure

If there is an injury:

1. The first priority is medical attention. The injured worker or nearest colleague should contact one of Life FM's first aiders. For a serious injury also call an ambulance.
2. Any employee who is injured on the job, experiences a safety incident or a near miss, must report the incident to their manager.
3. The manager must write a report in the Register of Injuries, Incidents and Near Misses. This standard report must include:
 - employee's name and job details
 - time and date of injury
 - exact location the injury/incident occurred
 - how the injury/incident happened
 - details of the injury/illness and the part/s of the body injured
 - names of any witnesses
 - name of the person entering details in the Register
 - date the employer was notified
4. Life FM will let the injured employee know in writing that we have received notification of any injury or illness reported in the Register.

The CEO must report serious injuries to Return To Work SA immediately.

Smoking policy

Life FM is a non-smoking workplace. Smoking is not permitted on Life FM property or in offices or vehicles at any time.

Alcohol & drugs policy

Life FM is concerned by factors affecting an employee's ability to safely and effectively do their work to a satisfactory standard. The business recognises alcohol or other drug abuse can impair short-term or long-term work performance and is an occupational health and safety risk.

Life FM will do its utmost to create and maintain a safe, healthy and productive workplace for all employees. Life FM has a zero tolerance policy in regards to the use of illicit drugs on their premises or the attending of other business related premises (e.g. clients) while under the influence of illicit drugs. Contravening either of these points may lead to instant dismissal.

Life FM does not tolerate attending work under the influence of alcohol. This may result in performance improvement action or dismissal.

Equal Opportunity & Anti Bullying

Policy

This policy applies to all staff and volunteers including contractors and covers all work-related functions and activities including external training courses sponsored by Life FM.

It also applies for all recruitment, selection and promotion decisions.

The objective of Life FM's Equal Opportunity Policy is to improve business success by:

- attracting and retaining the best possible employees
- providing a safe, respectful and flexible work environment
- delivering our services in a safe, respectful and reasonably flexible way

Discrimination, Sexual Harassment and Bullying

Life FM is committed to providing a workplace free from discrimination, sexual harassment and bullying. Behaviour that constitutes discrimination, sexual harassment or bullying will not be tolerated and will lead to action being taken, which may include dismissal.

For the purposes of this policy, the following definitions apply:

Discrimination:

Direct discrimination occurs when someone is treated unfavourably because of a personal characteristic that is protected under South Australian law.

Indirect Discrimination occurs when a rule seems neutral, but has a discriminatory impact on certain people. For example a minimum height requirement for a particular job might be applied equally to men and women, but would indirectly discriminate on the basis of sex, as women tend to be shorter than men.

Sexual harassment includes unwelcome conduct of a sexual nature in circumstances in which it could reasonably be expected to make a person feel offended, humiliated or intimidated. A reasonable person, having regard to all the circumstances, would have anticipated that the person harassed would be offended, humiliated or intimidated.

Workplace bullying may include behaviour that is directed toward an employee, or group of employees, that creates a risk to health and safety e.g. physical and/or verbal abuse, excluding or isolating individuals; or giving impossible tasks.

Life FM provides equal opportunity in employment to people without discrimination based on a personal characteristic protected under state and federal equal opportunity legislation.

Under State legislation they include:

- age
- breastfeeding
- carer status
- disability
- employment activity
- industrial activity
- marital status
- parental status
- personal association with someone having any of these characteristics
- physical features
- political activity/belief
- pregnancy
- race
- sex

Any employee found to have contravened this policy will be subject to disciplinary action, which may include dismissal as outlined in the complaint procedure below.

Employees must report any behaviour that constitutes sexual harassment, bullying or discrimination to their manager.

Employees will not be victimised or treated unfairly for raising an issue or making a complaint.

Reasonable adjustments

Reasonable adjustments are changes that allow people with a disability to work safely and productively, where such costs are not grossly disproportionate.

Life FM will make reasonable adjustments where such costs are not grossly disproportionate for a person with a disability who:

- applies for a job, is offered employment, or is an employee, and
- requires the adjustments in order to participate in the recruitment process or perform the genuine and reasonable requirements of the job where such costs are not grossly disproportionate.

Examples of reasonable adjustments can include:

- reviewing and, if necessary, adjusting the performance requirements of the job
- arranging flexibility in work hours (see 'Flexible work arrangements')
- purchasing screen reading software for employees with a vision impairment
- approving more regular breaks for people with chronic pain or fatigue
- buying desks with adjustable heights for people using a wheelchair.

When thinking about reasonable adjustments Life FM will weigh up the need for change with the expense or effort involved in making it. If making the adjustment means a very high cost or great disruption to the workplace, it is not likely to be reasonable.

In some cases Life FM can discriminate on the basis of disability, if:

- the adjustments needed are not reasonable, or
- the person with the disability could not perform the genuine and reasonable requirements of the job even if the adjustments were made.

Procedure: To make a complaint

If you believe you are being, or have been, discriminated against, sexually harassed or bullied, you should follow this procedure.

1. Tell the offender the behaviour is offensive, unwelcome, and against business policy and should stop (only if you feel comfortable enough to approach them directly, otherwise speak to your manager). Keep a written record of the incident(s).
2. If the unwelcome behaviour continues, contact your supervisor or manager for support.
3. If this is inappropriate, you feel uncomfortable, or the behaviour persists, contact another relevant senior manager. Employees may also lodge a complaint with the Equal Opportunity and Human Rights Commission, the Australian Human Rights Commission, or take action under the *Fair Work Act 2009*.

Employees should feel confident that any complaint they make is to be treated as confidential as far as possible.

Procedure: To receive a complaint

When a manager receives a complaint or becomes aware of an incident that may contravene Life FM's EEO Policies, they should follow this procedure.

1. Listen to the complaint seriously and treat the complaint confidentially. Allow the complainant to bring another person to the interview if they choose to.
2. Ask the complainant for the full story, including what happened, step by step.
3. Take notes, using the complainant's own words.
4. Ask the complainant to check your notes to ensure your record of the conversation is accurate.
5. Explain and agree on the next action with the complainant.
6. If investigation is not requested (and the manager is satisfied that the conduct complained is not in breach of Life FM EEO policies) then the manager should:
 - act promptly
 - maintain confidentiality
 - pass any notes on to the manager's manager

If an investigation is requested or is appropriate, follow the next procedure.

Procedure: To investigate a complaint

When a manager investigates a complaint, they should follow this procedure.

1. Do not assume guilt.
2. Advise on the potential outcomes of the investigation if the allegations are substantiated.
3. Interview all directly concerned, separately.
4. Interview witnesses, separately.
5. Keep records of interviews and the investigation.
6. Interview the alleged harasser, separately and confidentially and let the alleged harasser know exactly of what they are being accused. Give them a chance to respond to the accusation. Make it clear they do not have to answer any questions, however, the manager will still make a decision regardless.
7. Listen carefully and record details.
8. Ensure confidentiality, minimise disclosure.
9. Decide on appropriate action based on investigation and evidence collected.
10. Check to ensure the action meets the needs of the complainant and Life FM.
11. If resolution is not immediately possible, refer the complainant to more senior management. If the resolution needs a more senior manager's authority, refer the complainant to this manager.
12. Discuss any outcomes affecting the complainant with them to make sure where appropriate you meet their needs.

Possible outcomes

If after investigation management finds the complaint is justified, management will discuss with the complainant the appropriate outcomes which may include:

- disciplinary action to be taken against the perpetrator (counselling, warning or dismissal)
- staff training
- additional training for the perpetrator or all staff, as appropriate
- counselling for the complainant
- an apology (the particulars of such an apology to be agreed between all involved)

Flexible Working Arrangements

Employees may request flexible working arrangements based on parental and carer responsibilities. Employees are encouraged to put the request in writing.

To comply with the Equal Opportunity Act, Life FM will consider this request, and consider all relevant facts and circumstances in deciding whether or not to agree to the request. Such a request will not be refused unless it is reasonable to do so.

Circumstances that may be relevant to determining whether a refusal is or is not reasonable include:

- the nature of the employee's work and parental or carer responsibilities
- the nature and cost of the arrangements required for an employee to fulfil their family or carer responsibilities
- the financial circumstances of the employer
- the size and nature of the workplace and the employer's business
- the effect of the flexible working arrangements on the workplace, including the financial impact on the business
- the consequences for the employer of having the flexible working arrangements
- the consequences for the employee of not having the flexible working arrangements

Other factors that might be relevant in a particular case include:

- when the arrangements are to commence
- how long the arrangements will last
- information that has been provided by the employee about their situation
- the accrued entitlements of the employee, such as personal, carer's or annual leave
- whether any legal or other constraints affect the feasibility of the employer accommodating the responsibilities, such as occupational health and safety laws or award penalty rates.

In addition, under the National Employment Standards, employees who have at least 12 months continuous service, with responsibility for the care of a child under school age, or for care of a child under 18 with a disability have the right to request flexible working arrangements.

Flexible work arrangements will also be considered as a form of reasonable adjustments to allow people with a disability to work safely and productively (see information on reasonable adjustments above).

This right applies to all employees including permanent full-time and part-time employees, as well as casual employees, regardless of role of job function.

Employees must put such a request in writing.

Life FM will provide a written response granting or refusing the request within 21 days and will only refuse such requests on reasonable business grounds. These reasons will be detailed in the written refusal.

Options for flexible work practices

Flexible work options which may be considered by Life FM include:

- permanent, part-time work
- graduated return to work (for employees returning from parental leave), e.g. the employee returns part time and then builds up to full-time work
- flexible start and finish times for staff to accommodate child care and school pick-up requirements
- flexible rostering such as working split shifts
- job-sharing - where two or more employees share one full-time position, each working on a part-time basis
- work from home
- purchased leave (48/52 leave) – where employees take an additional four weeks leave per year by adjusting their salary to 48 weeks paid over the full 52 weeks
- compressed hours – where the employee works additional daily hours to provide for a shorter working week or fortnight

This is not an exhaustive list, and other options may be agreed.

Employees utilising flexible work practices will be treated no less favourably than any other employee. Flexible working is not a barrier to promotion or supervisory responsibilities.

Leave

General leave policy

Unless specified otherwise, employees referred to in this policy mean permanent full-time or part-time employees.

All employees are entitled to leave in accordance with the relevant awards or agreements and statutory provisions. Where the entitlements or practices in this document conflict, the applicable award, workplace agreement, employment contract or employment law takes precedence.

All planned leave has to be mutually agreed, and take into account workloads and the employee's needs. Leave must be approved in advance, except when the employee can't anticipate the absence. Any documents regarding leave will be kept on the employee's personnel file.

Annual leave policy

Each employee is entitled to a minimum of 20 days annual leave a year (pro-rata for part-time). Leave entitlements are calculated from the date they started work and accrue in accordance with workplace relations legislation or industrial instruments. Annual leave counts towards continuous service (used when calculating long service leave). Applications for annual leave need to be lodged at least 4 weeks in advance.

An employee is expected to take accrued annual leave for business close down periods. If insufficient leave is accrued, Life FM may direct an employee to take unpaid leave.

Life FM will decide on a case-by-case basis whether it will agree with an employee to 'cash out' annual leave as permitted by workplace relations legislation or any industrial instrument.

In some circumstances, leave in advance of what leave has accrued may be approved. This is conditional on the employee agreeing to the business deducting any advance in the event of termination, or to the employee accepting leave without pay.

Personal (sick) leave policy

An employee is entitled to up to 10 days of personal/carer's leave every 12 months which can all be taken as carer's leave if required. Paid personal leave is cumulative.

An employee should notify his/her manager as soon as possible if they are unable to attend work due to illness or injury. Management, at its discretion, may request evidence such as a medical certificate showing that the employee was entitled to take personal leave during the relevant period.

Carer's leave policy

Carer's leave is available to an employee for the care or support of an ill family or household member or if an unexpected emergency affects a family or household member. It is typically part of personal (sick) leave and is dealt with similarly to above.

Employees including casual employees are entitled to take up to two days unpaid carer's leave for each occasion of family or household member illness or unexpected emergency. An employee cannot take unpaid carer's leave if they could instead take paid carer's leave.

Compassionate leave policy

Compassionate leave is paid leave taken by an employee to spend time with a family member/member of the employee's household, who has a personal illness, or injury, that poses a serious threat to his/her life, or after the death of a family member/member of the employee's household.

Each employee is entitled to a period of two days paid compassionate leave for each occasion where a family member has died, or the employee needs to spend time with a seriously ill family member. Additional unpaid leave maybe granted at management discretion.

Casual employees are entitled to two days unpaid compassionate leave for each occasion.

Long service leave policy

Employees are entitled to long service leave in line with Australian long service leave laws (or per a relevant Award or Agreement).

Parental leave policy

Available Parental Leave types at Life FM include:

- Parental Leave
- Concurrent Leave
- Special Maternity Leave

Unpaid parental leave

Employees (including a de facto or same sex partner, or single person) who are expecting a child or adopting a child are eligible for 52 weeks of unpaid parental leave if they are:

- permanent full-time or part-time with at least 12 months service prior to the expected date of birth or adoption placement
- casual with 12 months regular and systemic service who have a reasonable expectation of continuing regular and systematic work

After birth or adoption, the parent with responsibility for the care of the child is entitled to unpaid parental leave. Employees who are pregnant may commence leave up to six weeks before the expected date.

Employees may request to extend their leave by a further 12 months (for a total of 24 months maximum), to be submitted in writing at least four weeks before the end of the original 12 months unpaid parental leave.

Life FM will respond in writing within 21 days and may refuse only on reasonable business grounds. The written response will include details if the request is refused.

Parental Leave

If you are the primary caregiver of your child, you can access up to 52 weeks of Parental Leave. Parental leave is unpaid except in the instances where an employee is eligible for Parental Leave Pay in line with legislation. Parental Leave with Pay is described in full in the following section.

Concurrent Leave

Both employees of an employee couple may take leave at the same time for a maximum period of 8 weeks. This leave must be taken within 12 months of the birth or adoption of a child. The concurrent leave may be taken in separate periods. Each period must be no shorter than 2 weeks unless the employer agrees.

Special Maternity Leave

Unpaid Special Maternity Leave is available to pregnant female employees in the case of pregnancy-related illness or if the pregnancy ends within 28 weeks of the expected date of birth. The duration of this leave should be agreed with Life FM as soon as is practically possible, and any unpaid Special Maternity leave will reduce the amount of Maternity Leave you are entitled to take by the same amount.

Applying for leave

An employee wishing to take unpaid parental leave must provide written notice at least 10 weeks before starting the leave (or as soon as is practicable) including the intended leave start and end dates.

Leave dates or any changes of dates must be confirmed at least four weeks before the leave starts. The manager will confirm the leave and any affected entitlements such as continuous service in writing.

Adoption

Because Life FM recognises that the timing of placement for an adopted child may be uncertain, employees should keep their manager informed of any changes to the likely placement date and commencement of leave.

Annual leave

If the employee has paid annual leave available, he or she may, in agreement with the manager, take some or all of that leave at the same time as the unpaid parental leave.

Leave for pregnancy related illness

If an employee is ill during her pregnancy, she may access her ordinary sick leave entitlements, including any accrued leave.

If an employee experiences extended illness due to pregnancy, she can access unpaid 'special maternity leave' for the period her treating doctor certifies is necessary. Special maternity leave is included in the 52 weeks available unpaid parental leave period.

The employee must make a special maternity leave application as soon as practicable which details the period of leave required. The manager may request a medical certificate and if so, this must be provided by the employee.

Loss of a child while pregnant

If the pregnancy ends within 28 weeks before the due date without a live birth, the employee may take unpaid 'special maternity leave' for the period her treating doctor certifies is necessary. Unpaid parental leave is not available in this situation, instead special maternity leave applies.

The employee must make a special maternity leave application as soon as practicable, specifying the expected leave period and providing a medical certificate, if this is requested by the manager.

Life FM will be sensitive to the personal issues associated with this type of leave.

During parental leave

Even though the employee is on leave, they will continue to be protected against discrimination as an employee. See the Equal Employment Opportunity policy on page 19.

Life FM respects that some employees do not want any contact while on leave, and others do. The manager should discuss with the employee what sort of communication the employee would like while on leave, and record this agreement.

While an employee is on unpaid parental leave, Life FM will ensure that the employee is considered and kept informed of significant changes that may occur in the business.

Where a decision will have a significant effect on the status, pay or location of the pre-parental leave position, Life FM will take all reasonable steps to inform the employee and discuss the effect of the decision. During any restructures, employees on parental leave will be treated no less favourably than other employees and will be kept informed of the process.

If an employee has applied for less than 52 weeks unpaid parental leave, they can extend the period of leave once to take the total leave up to a maximum of 52 weeks. The employee must give at least four weeks notice prior to the end date of the original leave period. A period of unpaid parental leave may be reduced by agreement between Life FM and the employee.

An employee can resign while on parental leave but they must give the required notice of resignation.

Employees should not undertake any activity during leave which is inconsistent with the employment contract, including other employment and they should remain responsible for the care of the child.

The employee's position may be filled on a temporary basis while they are on leave. Life FM will notify the replacement employee that their employment in this role is temporary and that the pregnant employee has the right to return to the position.

Time in lieu policy

Some employees have job specifications which include activities which occur outside of normal office hours. Those employees are entitled to take time off in lieu. Time off in lieu will be pre-approved by the CEO at the time of employment, and will be reassessed regularly during annual performance reviews. Any additional time off in lieu must be approved as it arises.

Hours accumulated for time off in lieu will be known as TOIL, and will be recorded. TOIL is accumulated at a ratio of one hour worked to one hour time-off. This does not include normal travel time to and from the place of work or the special event, but can include extraordinary travel time in some circumstances. Employees who are not generally required to work outside of normal office hours may be required from time to time to be involved in special events. For those occasions, approval for accumulated TOIL must be obtained from the CEO or manager in advance.

All TOIL must be redeemed no later than the month following the time worked. It is the responsibility of the employee to arrange for TOIL to be redeemed, at an approved and appropriate time. For any extenuating circumstances, the CEO must be consulted for direction in advance. All accumulated TOIL expires at the end of the calendar year (unless special circumstances have been approved in advance by the CEO).

Employees working outside of their normal working hours as described in their Job Specification, and without the prior approval of the CEO, will be deemed to be working in their own time. Only permanent salaried employees are entitled to accumulate TOIL hours. Casual employees will be paid for hours worked. When employment ceases, the employee will be paid accumulated TOIL at their normal hourly rate (or equivalent).

Full time employees who accumulate TOIL as part of their job specification are to complete an 'Additional Hours Form' each month.

The employee is to:

- Record the date, hours worked and the reason for the additional hours.
- Record the date, and any time taken off during the month.
- Redeem any TOIL worked within the same or next calendar month.
- At the end of every calendar month, total up additional hours worked, time redeemed and TOIL to be accumulated.
- Sign and date the Additional Hours form and forward to the CEO for approval.

TOIL that has not been redeemed may be accumulated, subject to CEO approval.

Employees wanting to redeem accumulated TOIL must:

- Work out a mutually acceptable time with their Line Manager.

- Apply for leave via accounting or payroll system.
- Indicate Type of Leave as *Time in Lieu*.
- Forward to the CEO for final approval.

Where excessive hours of TOIL are accumulated, the CEO can enforce compulsory redemption if deemed appropriate or necessary.

Leave without pay policy

Management has the discretion to approve leave without pay that an employee is not otherwise entitled to.

Jury duty policy

An employee is entitled to paid leave for jury duty in accordance with legislation. An employee on jury service should supply the official request to attend, the details of attendance and the amount the court has paid them. Life FM will reimburse the employee the difference between this amount and their base salary. If an employee is absent because of jury service of more than 10 days in total, the employer is only required to pay the employee for the first ten days of absence.

Emergency services leave policy

If an employee needs to take temporary absence from work because of voluntary emergency management activities (for example, as a volunteer dealing with an emergency or natural disaster as a member of SES, CFS or Army Reserve) then they should ask management for leave as soon as possible after they become aware of the need to take leave.

Life FM will support such activities wherever possible, as an important community service.

Life FM may require evidence of these activities at its discretion.

Performance Management & Improvement

Policy

The purpose of performance management is to improve performance. It is an ongoing process. It should include informal and formal review. We encourage a two-way process, that is, employees can also give management feedback on performance.

All employees will undergo a formal performance review with their immediate managers at least once a year.

Procedure

1. The manager and the employee agree on the date for a performance appraisal meeting to allow time to prepare.
2. The manager and employee will meet and openly and constructively discuss performance over the period.
3. The manager and the employee will agree any objectives and outcomes for the next appraisal period.
4. Training and development will be considered as part of the process.
5. Notes should be taken of the meeting and copies kept.
6. Outside of this formal process, employees are encouraged to raise any issues they have when they arise.

Performance Improvement Policy

Where warranted Life FM will use improvement processes to improve performance. Should such improvement processes be unsuccessful in improving an employee's performance, Life FM may decide to end an employee's employment. Depending on the circumstances, performance improvement action may include verbal or written warnings, counselling or retraining.

Life FM requires a minimum standard of conduct and performance which will be made clear to employees in management appraisals. If an employee does not meet this standard, Life FM will take appropriate corrective action, such as training. Formal performance improvement procedures will generally only start when other corrective action fails.

If an employee deliberately breaches business policy or procedure, or engages in misconduct, Life FM may start improvement procedures, or, in cases of serious misconduct or breach of policy, may dismiss an employee.

Each employee must understand their responsibilities, be counselled and given the opportunity to reach the standards expected of them. Life FM will give an employee the opportunity to defend themselves before management takes further action.

Note: If employees have a disability that requires reasonable adjustments to be made to the workplace or job to allow you to work safely and productively, they should raise this with their manager. Life FM will only refuse such requests on reasonable business grounds.

Procedure

1. Life FM will advise the employee of any shortfall in their performance, and give them an opportunity to respond.
2. Once they respond, the manager will consider their response and decide if performance improvement action should be taken. Life FM will provide support such as training where appropriate.
3. If the employee is given a verbal warning, the manager should make a note of it, date it and sign it.
4. The manager will advise the employee in clear terms what they see as the performance problem or the unacceptable conduct. To highlight the deficiency they should use specific examples, and refer to the correct policy or procedure.
5. The manager will allow the employee to respond before making a decision and consider the employee's responses. The employee may have a support person present at such meetings.
6. The manager will decide if more action is needed.
7. If a written warning is to follow, the manager is to:
 - document it and give the employee a copy
 - give the employee the opportunity (and their support person the opportunity) to sign the warning
 - keep a copy on file
8. The warning must clearly define:
 - the deficiency
 - a clear explanation of the expected standard
 - by when the employee needs to achieve it
 - how the business will help the employee achieve the improvement required
 - consequences of failing to improve
9. The manager concerned will keep a record of all meetings, training and/or coaching given and a summary of discussions, and put a copy on the employee's personnel file. This should include date, location and time of discussion.
10. They will continue to support the employee and note the support they give, for example, training or counselling.
11. If the employee's performance or conduct doesn't improve, the manager will give the employee a final written warning and follow steps 4–10 above. This document needs to warn the employee in clear terms Life FM will terminate their employment if there is not enough improvement, and a sustained improvement in, their performance.

Note: some circumstances justify going straight to a second or final warning.

Gross or Serious Misconduct

Summary (instant) dismissal for gross or very serious misconduct is possible (depending on the facts involved). Management should seek advice before taking this step.

Procedure

1. The manager is to investigate the alleged offence thoroughly, including talking to witnesses, if any.
2. The manager should ask the employee for their response to the allegation (taking notes of this discussion) and allow them to have representation. The manager should also have a witness present. The manager shall give genuine consideration to the employee's response and circumstances.
3. If still appropriate, following a thorough investigation, the manager can terminate/dismiss the employee.
4. The manager should keep a file of all evidence collected and action taken in these circumstances.
5. Life FM will send the employee a letter of termination noting brief details.

Grievance Complaints

Policy

Life FM supports the right of every employee to lodge a grievance with their manager if they believe a decision, behaviour or action affecting their employment is unfair. An employee may raise a grievance about any performance improvement action taken against them.

We aim to resolve problems and grievances promptly and as close to the source as possible. When necessary, Life FM will escalate a grievance to the next higher level of authority for more discussion and resolution, and continue escalating it to the level above until it is resolved.

Managers will do their utmost to action grievances objectively, discreetly and promptly. Be aware that grievances that are misconceived, vexatious, and lacking substance may result in disciplinary action being taken against the employee lodging the grievance.

Procedure

1. The employee should try to resolve the grievance as close to the source as possible. This can be informal and verbal. At this stage, every possible effort should be made to settle a grievance before the formal grievance process starts. If the matter still can't be resolved, the process continues and becomes formal.
2. To start the formal grievance the complainants must fully describe their grievance in writing, with dates and locations wherever possible and how they have already tried to settle the grievance.
3. The person(s) against whom the grievance/complaint is made should be given the full details of the allegation(s) against them. They should have the opportunity and a reasonable time to respond before the process continues.
4. If the grievance still can't be resolved, refer the matter to the most senior manager for consideration and a final decision. A grievance taken to this level must be in writing from the employee.

Duty Statement: Chair

Function

- Provide leadership for the Board, ensuring that it fulfils its responsibilities for the governance of Life FM
- Be both a mentor and manager of the CEO, helping him/her to achieve the mission of the station.
- Optimise the relationship between the Board and management.

Responsibilities

- Chair meetings of the Board; see that it functions effectively, interacts with management optimally, and fulfills all its duties
- Chair Annual General Meeting and if necessary, Extraordinary General Meetings or other Special Meetings
- Arrange for Vice Chairperson to chair meetings in the absence of the Chairperson
- With the CEO develop agendas, and ensure that the Board is effectively served with appropriate papers and contextual information
- Recommend composition of the Board committees; recommend committee chairpersons with an eye to future succession
- In consultation with the CEO recruit Board and other talent for volunteer assignments as needed
- Reflect any concerns held by management regarding the role of the Board or individual Board members; reflect to the CEO any concerns held by the Board and/or other constituencies
- Lead regular appraisals of the CEO and recommend salary for consideration by the appropriate committee
- Periodically consult with Board Members on their roles and help them assess their performance; set targets for individual and collective Board action, and encourage active engagement and participation
- Annually focus the Board's attention on matters of organisational governance that relate to its own structure, role and relationship to management; be assured that the Board is satisfied it has fulfilled all of its responsibilities
- Co-ordinate external relationship-building and maintenance with the CEO, and serve as an alternative spokesperson
- Fulfill such other assignments as the Chairperson and CEO agree are appropriate and desirable for the Chairperson to perform
- Oversee searches for a new CEO
- Be aware of and abstain from any conflict of interest
- Fulfill all other responsibilities, duties and requirements of Life FM Board Membership
- **Term:** As determined by the Constitution of Christian Radio Incorporated (known as Life FM)

Duty statement: Vice Chair of the Board

Function

- Support, encourage, and promote the Chairperson in all his/her duties
- Provide leadership for the Board, ensuring that it fulfils its responsibilities for the governance of Life FM
- Be both a mentor and manager of the CEO, helping him/her to achieve the mission of the station.
- Optimise the relationship between the Board and management.

Responsibilities

- Chair meetings of the Board in the absence of the Chairperson; see that it functions effectively, interacts with management optimally, and fulfills all its duties
- Chair Annual General Meeting if required, and if necessary, Extraordinary General Meetings or other Special Meetings
- Develop agendas with the CEO and Chairperson as required, and ensure that the Board is effectively served with appropriate papers and contextual information
- Recommend composition of the Board committees; recommend committee chairpersons with an eye to future succession
- In consultation with the CEO and Chairperson recruit Board and other talent for volunteer assignments as needed
- Reflect any concerns held by management regarding the role of the Board or individual Board members; reflect to the Chairperson any concerns held by the Board and/or other constituencies
- Co-ordinate external relationship-building and maintenance with the CEO and Chairperson, and serve as an alternative spokesperson
- Fulfil such other assignments as the Chairperson and CEO agree are appropriate and desirable for the Vice Chairperson to perform
- Be aware of and abstain from any conflict of interest
- Fulfil all other responsibilities, duties and requirements of Life FM Board Membership
- **Term:** As determined by the Constitution of Christian Radio Incorporated (known as Life FM)

Duty Statement: Secretary

Function:

- Administer the Board in accord with the Constitution.
- Be the Public Officer of the Association.
- Term length one year. May stand for re-election any number of times.

Responsibilities:

- Arrange a venue and date for Board meetings and General meetings.
- Assist the Chairman to set the agenda for meetings and notify members in good time.
- Assist the Chairman to conduct meetings in accordance with the rules of the Constitution and the Registrar of Associations.
- Take, or cause to be taken, minutes of General meetings and Board meetings. As a minimum minutes must contain a record of the date and place, the names of persons present, matters raised (and by whom), motions put to vote and resolutions made. When subsequently received by the Board and signed by the chairman, confirmed minutes should be securely archived for at least seven years.
- Circulate draft minutes and agenda to Board members in good time for pre-reading.
- Keep, or cause to be kept, a record of the names and addresses, etc., of all members of the Association and of each one's financial status. Keep account of the number of financial members on record at the date of calling of every General meeting.
- Keep a record of the name, occupation, residential address and elected office of all current Board members.
- Receive and post any correspondence specifically with the Board or its chairman. (Other general business mail is normally handled by the CEO).
- Agenda, correspondence, copies of reports and other tabled matter should be filed, along with the minutes, in the archive.
- Keep a secure record of the Constitution. Ensure this original record is correctly altered following any amendments approved by the members and recorded in the minutes of a General meeting.
- Ensure that annual returns are promptly made to the Registrar of Associations, immediately after the AGM. Likewise, any alteration made to the Constitution must be returned to the Registrar. The Registrar must also be promptly notified of a change of the name, or the residential address, of the Public officer.
- Term: As determined by the Constitution of Christian Radio Incorporated (known as Life FM)

Duty statement: Board member

Function

- Optimise the station's performance and ensure compliance with legal requirements.
- Consider, debate, and vote on issues before the Board on the basis of the best interests of the organisation only

Responsibilities

Planning

- Approve the mission and values of Life FM
- Review and approve the station's strategic plan
- Annually review and approve the station's marketing and fundraising plan
- Annually review and approve the station's budget
- Approve major policies.

Organisational

- Elect, monitor, appraise, advise, support, reward, and (when necessary) change top management
- Be assured that management succession is properly being provided
- Approve appropriate compensation and benefit policies and practices
- Annually approve the performance review of the CEO and consider future compensation.

Audit

- Be assured that the Board and its committees are adequately and currently informed—through reports and other methods—of the condition of the station and its operations
- Be assured that published reports properly reflect the operating results and financial condition of the Station
- Ascertain that management has established appropriate policies to define and identify conflicts of interest throughout the organisation and is diligently administering and enforcing those policies
- Appoint independent auditors, subject to approval
- Review compliance with relevant material laws affecting the organisation
- Ensure appropriate risk management procedures are in place.

Requirements

- Develop a working knowledge of, and adhere to all articles of the constitution of Christian Radio Incorporated.
- High level of commitment to the work of the station
- Knowledge and skills in one or more areas of Board governance: policy, finance, programs, and/or personnel
- Willingness to serve on at least one sub-committee and actively participate

- Attendance at up to ten Board meetings per year
- A time commitment of eight hours per month (includes Board preparation, meeting and committee meeting time)
- Prepare for and participate in the discussions and the deliberations of the Board
- Be informed of the station's services and publicly support them
- Be aware and abstain from any conflict of interest.
- **Term:** As determined by the Constitution of Christian Radio Incorporated (known as Life FM)

Policy: Conflict of Interest

Introduction

Christian Radio Inc. is committed to high standards of ethical conduct and accordingly places great importance on making clear any existing or potential conflict of interest.

Purpose

This policy has been developed to provide a framework for all Board Members in declaring conflicts of interest.

Policy

The Board places great importance on making clear any existing or potential conflicts of interest. All such conflicts of interest shall be declared by the member concerned and documented in the Board's Conflicts of Interest Register.

A Board member who believes another Board member has an undeclared conflict of interest should specify in writing the basis of this potential conflict.

Where a Board member has a conflict of interest, as defined by statute, that Board member shall not initiate or take part in any Board discussion on that topic (either in the meeting or with other Board members before or after the Board meetings), unless expressly invited to do so by unanimous agreement by all other members present.

Where a Board member has a conflict of interest, as defined by statute, that Board member shall not vote on that matter.

The Board may supplement the statutory definition of conflict of interest if it so wishes, in which case the same procedures shall apply.

Board members are not barred from engaging in business dealings with the organisation, provided that these are negotiated at arm's length without the participation of the Board member concerned.

Policy: Sponsorship

Sponsorship Announcements – Definition

The Australian Communications Media Authority (ACMA) does not permit commercial advertising on community broadcasting stations (such as Life-FM). However acknowledgement of sponsorship is allowed, although the definitions have become blurred. Sponsorship announcements must include words to distinguish them from advertisements. All staff working in sales and production must be familiar with, and adhere to, the current Broadcast Services Act (BSA) requirements. The ACMA policy statements shall be monitored and any relevant changes mirrored in this document.

LIFE-FM is permitted to broadcast sponsorship announcements that acknowledge financial support given by a person or company. The announcement must include an acknowledgment of the sponsor's support and may:

- specify the name address and description of the general nature of any business or undertaking carried on by the sponsor or
- promote activities, events, products, services or programs of the sponsor.

Station Promotional Announcements

The BSA permits Life-FM to broadcast unlimited material that announces or promotes its radio and other services, including material likely to induce public support, whether financially or otherwise.

Limited Sponsorship Air Time

The BSA limits Life-FM to 5 minutes of sponsorship announcements, in total, in any hour of broadcasting. Exceptions to this limit are:

- Promotional material for LIFE-FM's own programmes, products, services or activities;
- Community information or public service announcements provided no consideration in cash or kind is received by LIFE-FM for broadcast of these.

Tobacco Products Exclusion

The ABA forbids LIFE-FM to broadcast an advertisement or sponsorship announcement for or for the use of, cigarettes, cigarette tobacco or any other tobacco product.

Political Election Campaigns

Life-FM will allow political sponsorship and political election campaign advertising in keeping with BSA requirements.

Policy: Contra and Barter Sales

Policy overview

As long as the number of sponsorship announcements is below the limit imposed by the BSA, contra and barter sales of any unsold sponsorship time will add non-cash value to the station. When unused airtime is 'sold' in this way the station incurs minimal cash cost associated with the provision of goods and services.

Contra: There is seldom any cash cost incurred in a straight contra deal. This is deemed to be 'goods' in return for 'service' (promotion or publicity on air). Contra deals must be approved by the CEO and will incur staff commissions at previously agreed rates.

Barter: Barter is useful in the purchase of goods or services which can be converted into cash e.g. the purchase of merchandise (T-shirt, caps etc) or the supply of a promotional venue at which funds are raised. Barter must be monitored like cash as it can distort overall sales figures. The cash cost of barter is only plus sales commission. Capital items purchased using barter incur depreciation.

Policy Directives

- Cash sales are always preferred to contra or barter sales.
- There is no limit on contra or barter sales where the item is intended to be converted to cash, and any commission paid on these items will be treated as an expense against the event or cost of goods sold. Otherwise, contra sales will have a 40% limit of the total mix of sponsorship sales. This limit is not to be exceeded without the prior approval of the Board.
- All sales figures are to be reported in cash and non-cash items.

Policy: Volunteers

LIFE-FM will use volunteers at all levels of station operations and volunteers will be encouraged at all times to take roles in a variety of capacities within the station. Volunteers are used to complement the activities of paid staff in the station but their involvement should not deprive others of a livelihood or threaten the security and job satisfaction of paid staff.

On the other hand, the paid staff must recognise the excellent job of work volunteers do and the great contribution they make to the station.

One member of staff should have an ongoing liaison role with volunteers to ensure that they get relevant feedback regarding their on-air or in-station performance. Volunteers require consistent encouragement, as well as constructive criticism in order to contribute most effectively.

Definition of Volunteering

Volunteering occurs when an individual willingly and without obligation, provides his or her labour to an organisation without wages.

The Responsibilities of Volunteers

Volunteers should make sure that they understand the requirements of time and duties before accepting them. Having accepted a task or role, volunteers should:

- fulfil the commitment to the best of their ability;
- participate in planning and evaluation and in the training or learning opportunities available;
- be committed to working co-operatively as part of a team to achieve the goals of LIFE-FM;
- seek and accept honest feedback on performance;
- work within LIFE-FM Policies and General Conditions;
- agree that as volunteers they will respect the fact that they are privileged to confidential material and respect this by not discussing any of this material with any person, unless authorised to do so by the CEO;
- try to give adequate notice of intended resignation, (preferably four weeks).

The Responsibilities of Life-FM to Volunteers

LIFE-FM shall endeavour to provide volunteers with

- suitable duties, taking into consideration their preferences, personal qualities, abilities, aptitude, education, experience and time commitments;
- a clear statement, job description and agreement of their duties;
- precise information as to where and when they will be required to work;
- work space which is adequate for the task;
- an orientation session regarding the station, its policies, its programs and its objectives; and if necessary, a period of training;
- guidance, direction and feedback from someone especially assigned to them;
- an opportunity for continuing education and further training for greater responsibility;
- a forum for individual queries and complaints;
- knowledge of the status of bona-fide co-workers of the regular staff;
- adequate insurance cover during the course of volunteer duty;
- the resources necessary to complete the assigned tasks;

- opportunities for personal development and to meet personal needs through their work;
- reimbursement of fees, travel and out-of-pocket expenses to attend additional, relevant training seminars as requested and authorised by the Training and Development Officer;
- opportunities to evaluate both their own work and the work of LIFE-FM;
- an opportunity to form an organised voice with LIFE-FM to ensure effective participation in the policy and decision making of the organisation, shared experiences, problem solving, training, information exchange etc.);
- negotiation with management regarding the role and tasks of volunteers;

Policy: Christian Support

Broad Based Christian Image

Due to the specifically Christian image of our programming, Life-FM will prefer to promote sponsors and activities of a Christian ethos and exclude messages or associations that might spoil that image. The management of Life-FM reserves the right to choose not to broadcast any material for any reason.

Church services/Special Events Held in a Church

Life-FM will not usually make sponsorship announcements promoting the routine services of a local church. However, special events where a church is used as the venue may be promoted through sponsorship announcements, even if the event takes place within that church's normal meeting place and times. Special events might include guest speakers, dramas, or concerts, i.e., any activity that distinguishes the event from a routine church service. Major city-wide events can be promoted through sponsorship announcements.

Christmas & Easter Promotions

LIFE-FM will not broadcast any sponsorship announcement that clearly seeks to capitalise on religious festivals (for example Christmas & Easter) primarily for financial gain.

Alcohol, Gambling and Sex

LIFE-FM will not broadcast any sponsorship announcement that promotes businesses, premises and/or activities that focus primarily on:

- the sale or consumption of alcohol
- participation in gambling
- sexual titillation or gratification

Note: Hotels may be promoted, where the announcement focuses on dining, accommodation or other similar services, but not on one of the excluded activities. The CEO is empowered to determine whether a particular promotion is acceptable, consulting the Board if necessary.

Community Service Announcements

A person wishing to promote an event or activity must apply in writing to LIFE-FM for approval to broadcast a Special Community Service Announcement Campaign.

Content must be such that it would normally qualify for broadcast as a **Community Service Announcement**, that is, community information or community promotional material. No charge is made to broadcast this material. This airtime does not need to be accounted for when calculating the 5 minutes of (paid) sponsorship announcements allowed per hour. It is at the discretion of the Program Manager whether these CSA's are pre-recorded or put to air live.

Policy: Social Media

Social media is a collection of tools that provide invaluable opportunities for Life FM to engage with the public. These tools help Life FM achieve its mission and inform the public about important Life FM updates and programs; and provide opportunities to open up a two-way conversation with its listeners, and the Christian and secular community at large.

Social media is, essentially, broadcasting, and as such, carries the same weight of responsibility for quality content as a regular on air broadcast. This document provides guidelines for the use of social media specifically, and web based media in general.

Life FM recognises that it is important to continue to encourage employees, presenters and volunteers to use social media in a positive and mutually beneficial way. Therefore, this policy provides guidance for the use of social media activity.

We recognise that developments with the use of social media and the needs of users are dynamic and as such we are committed to the regular review of procedures. Feedback in relation to this policy can be addressed to the Digital Marketing Manager.

Scope

This policy refers to social media, which is inclusive of multi-media, social networking websites, blogs and wikis for both professional and personal use, and new structures yet to be developed.

These procedures also extend in some instances to general media, examples of which include the use of the Life FM logo on personal social media tools.

The term 'users' includes members, volunteers and employees of Life FM.

Objective

The aim of this policy is to:

- Encourage the use of social media for connecting with our listeners and the general public. This should be fun, inclusive, and effective – not an onerous task.
- Ensure that users recognise the public nature of comments made via social media platforms. Such comments should not be misconstrued by the public as official statements made on behalf of the station, unless users are specifically authorised to do so.
- Set parameters on the use of social media in order to ensure that risks to Life FM are minimised.
- Respect the right of users to express their views using social media tools. Therefore, this policy also ensures that the public recognises that incidental and unofficial social media commentary about the station is not the responsibility of the station.
- Establish a culture of openness, trust and integrity in social media use at Life FM.

Compliance

Compliance with this policy is the responsibility of all Life FM members, volunteers and employees.

If you notice inappropriate or unlawful content online relating to Life FM, or content that may have been published that breaches this policy, you should report the matter to the Digital Marketing Manager.

All matters regarding non-compliance will be managed in accordance with the Life FM complaints management procedures.

Definitions

Social Media is...

- A set of relatively inexpensive and accessible tools that enable anyone (including private individuals) to publish or access information.
- content created by people using highly accessible and scalable publishing technologies.
- distinct from industrial media, such as newspapers, television, and film.
- social networking sites (eg Facebook, Twitter, Myspace, LinkedIn)
- video and photo sharing websites (eg Flickr, Youtube)
- blogs, including personal blogs (eg Wordpress, Blogger), or blogs hosted by other media outlets (eg 'comments' or 'your say' features)
- micro-blogging (eg Twitter)
- wikis and online collaborations (eg Wikipedia)
- forums, discussion boards and groups (eg Google groups, Whirlpool)
- vod and podcasting
- online multiplayer gaming platforms (eg World of Warcraft, Second life)
- geo-spatial tagging (Foursquare)
- and email.

Statement of Policy

Who is authorised to comment?

Before representing Life FM in Social Media, you must become authorised to comment. You may not comment as a representative of Life FM unless you are authorised to do so.

Presenters are encouraged to establish and publicise social media sites for their Life FM programs. As such, authorisation to comment in an official capacity must be sought from the Content Director.

Rules of engagement

Once authorised to comment as a Life FM representative, you must...

- disclose you are an employee or volunteer of Life FM, and use only your own identity, or an approved program identity;
- disclose and comment only on information classified as public domain information;
- ensure that all content published is accurate and not misleading and complies with all relevant Life FM policies;

- ensure you are not the first to make an announcement (unless specifically given permission to do so);
- comment only on information as it relates to your program, volunteer or employee role;
- ensure comments are respectful of the community in which you are interacting online;
- ensure comments are in line with presenting a Biblical world view
- adhere to copyright, privacy, defamation, contempt of court, discrimination, harassment and other applicable laws.

If you are authorised to comment as a Life FM representative, you must not:

- post or respond to material that is offensive, obscene, defamatory, threatening, harassing, bullying, discriminatory, hateful, racist, sexist, infringes copyright, constitutes a contempt of court, breaches a Court suppression order, or is otherwise unlawful;
- use or disclose any confidential or secure information; and
- not make any comment or post any material that might otherwise cause damage to Life FM's reputation or bring the station into disrepute.

Personal Use of Social Media

Overview

Life FM recognises that social media is used privately. This policy, therefore, does not intend to discourage nor unduly limit personal expression or online activities. However, users should recognise the potential for perceived or actual damage (either directly or indirectly) to Life FM through personal use of social media when the user is identified as a representative of Life FM; either as a member, volunteer or employee.

Users are personally responsible for content published in a personal capacity on any form of social media platform.

Where comments or profile can identify members, volunteers or employees, it is advisable to use a disclaimer to expressly state on all postings the stated views are your own and are not those of Life FM. For example, *"The views expressed are mine alone and do not necessarily reflect the views of Life FM"*.

When in doubt, users should seek guidance from the Social Media committee on how to comply with this policy.

Life FM identification

You must not:

- use the Life FM logo or branding associated with Life FM on your personal social media pages;
- make comment on politically sensitive, contentious, or high profile issues while associating those views with Life FM without the express authorisation of the Social Media committee;

- post material that is offensive, obscene, defamatory, threatening, harassing, bullying, discriminatory, hateful, racist, sexist, infringes copyright, constitutes a contempt of court, breaches a Court suppression order, or is otherwise unlawful;
- imply that you are authorised to speak as a representative of Life FM, nor give the impression that the views you express are those of Life FM – unless you have express permission.
- use any Life FM email address or any Life FM logos or insignia;
- use the identity or likeness of another member, volunteer or employee of Life FM
- use or disclose any confidential information obtained in your capacity as an employee or volunteer with Life FM;
- post material that is, or might be construed as, threatening, harassing, bullying or discriminatory
- make any comment or post any material that might otherwise cause damage to Life FM's reputation or bring it into disrepute. Intellectual Property & Security

All intellectual property developed by employees and volunteers during their employment with Life FM, including discoveries or inventions made in the performance of their duties related in any way to the business of Life FM, will remain the property of Life FM.

Employees may be given access to confidential information, data, business property, keys to premises or any other business related property/information in the performance of their duties. This must be protected and used only in the interests of Life FM.

Employees must not:

- disclose or use any part of any confidential information outside of the performance of their duties and in the interests of Life FM; or
- authorise or be involved in the improper use or disclosure of confidential information;

during or after their employment without the Employer's written consent, other than as required by law.

'Confidential information' includes any information in any form relating to Life FM and related bodies, clients or businesses, which is not in the public domain.

Employees must act in good faith towards Life FM and must prevent (or if impractical, report) the unauthorised disclosure of any confidential information. Failure to comply with this policy may result in performance improvement proceedings including dismissal, and Life FM may also pursue monetary damages or other remedies.

Environmental Best Practice

Policy

Life FM will comply with all local, state and federal laws and regulations on:

- disposing of hazardous waste (including EPA's list of prescribed industrial waste), trade waste (i.e. waste added to the sewer) and waste water
- safe handling, storage and transport of hazardous waste and dangerous goods
- noise
- land use
- air pollution and carbon emissions

Procedure

Life FM will endeavour to increase energy and water efficiency, and seek opportunities for reducing and recycling waste. To do this, we will:

General

- investigate ways to reduce consumption or recycle waste
- give preference to maintenance and other contractors using green products

Energy

- buy electrical and lighting systems rated as energy efficient

Water

- buy appliances rated as water efficient
- buy plumbing devices (e.g. taps) with built-in flow restrictors in kitchen and washing up areas, or add these to existing fittings

Privacy

The following statement explains the Life FM policy regarding the personal information we collect.

Introduction

Life FM is committed to ensuring the privacy of personal information. This policy may be reviewed at any time and it is recommended you review our policy any time you intend to supply your personal information to us.

Use and storage of your personal information

Life FM securely retains your personal information when provided by you for internal purposes only.

To notify you of opportunities and services related to Life FM we may ask for your personal details like name, address, email address, age, phone number and gender. If your information is provided as part of an entry in a contest, we will need the contact information to notify winners and distribute prizes, and to send you further communication regarding Life FM such as newsletters in the future.

If your information is provided with feedback, we will use the personal information to ascertain if this feedback is common to other listeners of similar gender and age groups, and see how successfully we are providing services to our target audience.

If your information is provided with a donation, we will use your credit card information for that donation only, and the contact information to send you a receipt. We will retain your contact details to send you further communication regarding Life FM such as newsletters in the future.

Access to your personal information

You may opt out of receiving one or all of our communication services at any time by contacting our Privacy Officer at any time via email@1079life.com or phoning during business hours on (08) 8444 5444. If you require access to any of your personal information held by Life FM, please contact our Privacy Officer, PO Box 1079 West Lakes SA 5021.

We will not use or disclose your personal information without your consent, unless there is a duty to the public to disclose that information, we are required to by law, or where the interests of Life FM require disclosure.

Competitions, prizes, gifts, tickets and contra.

This policy affects all staff who may be in receipt of goods given to the station, regardless of whether they are part of a station promotion, on-air sales campaign, an incentive given to the station, or other goods given to the station.

The station at all times will be totally transparent in all of its dealings regarding goods which are given to the station.

Background

In the “cash for comments” enquiry, the Australian Broadcasting Authority came to the following conclusions. Having regard to the evidence it has heard, the Authority is of the view that:

- The existence of a commercial agreement between an on-air presenter and a third party becomes a “relevant available fact” when the subject matter of a broadcast concerns, or is favourable to, the party with whom the presenter has a commercial agreement.
- There has to be some connection between the matter broadcast and the particular commercial agreement before the existence of the agreement becomes relevant, although the Authority is of the view that the threshold at which the connection becomes relevant is quite low.
- The disclosure of relevant available facts must be sufficiently linked to the broadcast to ensure the disclosure forms part of the broadcast. The accuracy of the facts stated and the genuineness of any opinion expressed is not relevant to whether there has been a breach. Rather, the only consideration is that a relevant available fact has been withheld.
- Disclosure during a program of a commercial agreement between a sponsor and radio station does not carry with it any indication that there may also exist a commercial agreement between a sponsor and the presenter of that program. In fact, the Authority is of the opinion that such a disclosure may in fact suggest the reverse.

Listeners cannot be expected to know, without being told, that a particular presenter has a direct commercial interest in a subject being commented on or discussed. Listeners are entitled to be told of the existence of such a direct commercial interest and, if they are not so told, they are entitled to assume that no direct commercial interest exists. In other words, they are entitled to assume presenters are disinterested.

Commercial agreement.

A commercial agreement occurs whenever two parties exchange goods or services to the favour or benefit of either party. Favour or benefit could be discounts, tickets, goods, services etc.

It is of the utmost importance that Life FM is at all times “squeaky clean” when it comes to any of these arrangements. The issue is made more complex as we do not have a specific staff member who is responsible for all promotions on the station. Most commercial stations would have a promotions department which takes care of these issues.

Protocols

Contra

No contra arrangements will be entered into without the express consent of the CEO. A sales executive must be involved with all contra arrangements. No other staff are allowed to directly approach clients, or to respond to client's requests for contra deals. The arrangement must be completed on the appropriate Contra forms.

On-air campaigns where there is a direct benefit only to announcers are discouraged.

Where the General Manager gives permission for such an arrangement to take place, any "free" goods or services received by an announcer will be clearly stated to our listeners and we will not give the impression that the announcers paid for the goods or services.

Prizes

Requests for prizes must first come to the CEO or Sales Manager. The competition must first be given approval by the Program Director. At no time are clients to be approached for prizes without a sales executive involved.

Gifts to the station

This includes tickets, CD's, goods and services. All gifts to the station must be logged in a gift register to be kept by the Administration Manager. Distribution of gifts is at the sole discretion of the General Manager and a roster system may be used.

Product Demonstrations

In the event a client would like an announcer to sample a product or service...

- XXXX (eg, a restaurant meal)
- XXXX (eg, a low-value free sample)
- XXXX (eg, a high-value free sample)
- XXXX (eg, a loan or temporary use)

Activities must first be pre-approved by the Content Director.

Transparency in all activities is paramount.

Activities must be logged, disclosed on-air, and copies given to the Administration Manager.

Consequences of breach.

There are a number of consequences to receiving personal gifts, including personal tax liability, FBT reporting requirements and personal integrity.

Staff members who breach this policy will be considered to have misappropriated station property and will be placed on a formal warning.

Conclusion

It is important to understand that whatever arrangements are made between individuals and outside bodies are for the benefit of the station and the work we do, even invitations to lunch and functions should benefit the station in some way and need to be declared.

Most arrangements should benefit our work in the following order:-

- Sales and financial supporters
- Listeners
- Staff, volunteers and board members
- Others

Diversity Policy

Preamble

Christian Radio Inc. represents and serves the needs of the Christian community of Adelaide and Metropolitan South Australia.

Christian Radio Inc. is part of a diverse sector of media organisations, content makers, charities and artists contributing to the plurality of media and cultural expression in Australia.

As a Community Broadcaster **Christian Radio Inc.** is aligned with the Community Broadcasting Association of Australia (CBAA) and Community Broadcasting Foundation (CBF), along with other member broadcasters aligned to the Australian Narrowcast Radio Association (ANRA) and the Australian Subscription Television and Radio Association (ASTRA). As such **Christian Radio Inc.** both supports and celebrates the principles of diversity which are hallmarks of the community based broadcasting sector.

Celebrating Diversity

Christian Radio Inc. believes that diversity is served when two things happen:

1. That organisations which serve and represent particular Communities of Interest [as provided by the Broadcasting Services Act 1992 (C'th)] are enabled to genuinely represent their community; and
2. That such organisations recognise and actively support representing comparable communities of interest with mutuality of respect, each exercising their rights in Australia's pluralistic democracy and defending the rights of others to likewise serve their communities.

Christian Radio Inc. – core beliefs

The community represented and served by **Christian Radio Inc.** derives its core beliefs from the Bible, and in particular the teachings of Jesus.

We believe:

- That all people are created in the image of God.
- That everyone is worthy of dignity and respect.
- That Jesus Christ died so that anyone could have eternal life, regardless of race, religion or any other attribute.
- That every person is to be respected, dignified and honoured as image-bearers of God himself.

Christian Radio Inc. is committed to following the example and teachings of Jesus who specifically reached out to those who were otherwise outcast among the people of his day – including the disabled, those of different races and other social and moral outsiders.

The **Christian Radio Inc.** company directors and company membership are committed to likewise treating all people with respect and dignity, and moreover to working for beneficial outcomes for all.

Serving our Communities of Interest

Christian Radio Inc. is bound to provide unique programming to serve the Christian community. This includes support for theological teaching, ministry and pastoral care.

For this reason adherence to the Christian religion, active participation in the Christian community and training in, or demonstrated knowledge of Christian theology (including practices of the Christian church), are expectations for board members, staff and volunteers in **Christian Radio Inc.**

The free exercise of religion is an essential aspect of Australia's diverse democracy. The cause of diversity is well served when organisations which support people and communities of faith are

enabled to do so, including the right to make employment choices based on appropriate religious adherence.

Policy

With regard to **Christian Radio's** operations, **Christian Radio Inc.** will advocate outcomes such that:

1. All people will be regarded with respect and dignity as image-bearers of God himself, regardless of race, religion, sexuality, gender, marital status, or any other attribute. ^[17]_[SEP]
2. In pursuit of a diverse community and as a faith-based organisation **Christian Radio Inc.** will make employment, programming and other decisions consistent with the tenets, teachings, beliefs and values of the Christian faith. ^[17]_[SEP]
3. **Christian Radio Inc.** retains the right to choose staff based in their capacity to serve the particular needs of the community served by the service.
4. **Christian Radio Inc.** recognises that in support of a pluralistic democracy specific choices must sometimes be made when appointing persons (paid or volunteer) to specific positions in faith-based organisations of which **Christian Radio Inc.** qualifies, such that adherence to the faith is an inherent requirement of the position. ^[17]_[SEP]
5. Consistent with all faith-based organisations in Australia, **Christian Radio Inc.** upholds the legal right to discriminate in favour of genuine adherence to their faith when making appointments for which adherence to the faith is a genuine requirement.

COVID-19 (Coronavirus) Policy

Adopted 16 March 2020 (v1.1)

At 1079 Life, the safety and wellbeing of our team and community is a major concern. While the overall risk in Australia of contracting COVID-19 in the community is low, we have implemented a policy that we will keep updating as the situation evolves.

It is extremely important that we act in the best interests of our workmates, our volunteers, our families and the broader community. We know some may find it challenging to comply with these requirements, but we implore you to not put yourself or anyone else at risk.

Please take the time to read the following carefully.

SECTION ONE: Our role in helping others

We are surrounded by fear-mongering and every-man-for-himself attitudes. This provides a great opportunity to show how, as believers we're different. We can bring calm and help people look to God in the middle of this crisis.

We serve a God that is much greater and powerful than any declared outbreak – and we are to stand firm in the confidence of God, just as He told Joshua to do:

'Have I not commanded you? Be strong and courageous. Do not be afraid; do not be discouraged, for the Lord your God will be with you wherever you go.' – Joshua 1:9

God has placed us in a leadership position so we encourage all 1079 Life team members to be proactive encouragers during the COVID-19 crisis, both personally and in our media outlets:

- a. Remind people about the promises of God – there are over 500 instances in the Bible where we are told to “fear not”!
-
- b. Provide balanced and accurate information – we can “calm the farm” by reminding people to evaluate what they're hearing in other media and to be aware of how continual negative messaging can increase anxiety.
-
- c. Encourage responsible practical responses (washing hands, following direction of the authorities, etc)
-

- d. Be compassionate and empathetic – allow people to share how they're feeling.
-
- e. Encourage believers to be “salt and light” and a calming influence with those around them, by displaying and sharing the love and promises of God.
-
- f. Please pray, and encourage others to do likewise – see prayer guide at <https://www.ifapray.org/wp-content/uploads/2020/03/Corona-Virus-Strategic-Prayer-Guide.pdf>

SECTION TWO: Specific measures to protect our team and the ministry

This entire policy applies to all employees of 1079 Life. This policy will be updated as changes to regulations come into effect.

All planned external events with the public have now been cancelled and are not to proceed.

In addition, the planned “Life Partners Day” fund raising event has also been postponed.

The sections of this policy that relate to accessing 1079 Life’s workplaces also applies to all other people who undertake work outside of 1079 Life’s workplaces.

All those noted above are required to remain familiar and compliant with this policy.

1079 Life will continue to monitor the status of COVID-19 and this policy will be updated as the situation changes.

We will take reasonable steps to ensure all relevant parties are informed of this policy and any changes via the intranet, information posters around the workplace, email, SMS etc.

Please take this opportunity to update your emergency contact phone number with Alison or Jessie by emailing finance@1079life.com.

1. Working from Home

1079 Life is encouraging everyone to work from home if their job makes it possible. Not all people are able to work from home and will require permission from the CEO to do so. If you do work from home, then a log of your activities will be required to be kept.

2. Office hygiene

- a. There is some evidence suggesting the virus may survive on surfaces for at least a few hours, if not more. We have provided hand wash in all bathrooms and other

sinks, along with hand sanitizer and antibacterial wipes and spray in other locations. Please use these regularly, especially when arriving at the office. Wash your hands frequently during the day.

-
- b. We ask you to wipe down your phone and work surfaces with antibacterial wipes at the start of each day and more frequently with common areas such as studios, packing desks, shared desks, phones and computers etc.
-
- c. Avoid touching your mouth, nose and eyes. Sneeze or cough into your elbow, not your hands, and avoid shaking hands. Dispose of used tissues thoughtfully.
-
- d. As always – if you feel sick, don't come to work! Please be extra cautious and if in doubt, stay at home. Don't be a hero and 'soldier on'. You should never attend the workplace if you have a high temperature that is over 38 degrees or are experiencing other severe cold or flu symptoms.
- e.

3. Meetings and visitors

-
- a. Current SA Health and other Government regulations and advice will be adhered to.

4. Business Travel

-
- a. All non-essential domestic business travel is to cease until further notice. All requests for business travel to be submitted to your respective Executive Member (or CEO in their absence) for approval.
-
- b. Where business travel must occur, you are required to;
 -
 - i. Take precautionary measures to limit the risk of exposure, such as;
 - Frequent use of hand sanitizers
 - Cleaning public surfaces with antibacterial wipes (eg plane seat, tray table, seat belt etc)
 - Frequent thorough hand washing
 - Avoid handshaking and other close personal contact
 - Other reasonable precautionary measures
 -
 - ii. Do not to go to large events (e.g. conferences).
 -
 - iii. Advise the Alison or Jessie by emailing finance@1079life.com of your travel plans for the purposes of entering into a register.
 -
- c. No international business travel is allowed until further notice.
-

5. Personal Travel/Holidays

-
- a. It is up to you whether to travel for holidays or personal reasons. If you do go overseas, then you will be subject to the 14 day isolation period on your return.

-
- b. You must take full responsibility to be aware of any/all travel advice and respond accordingly. For the latest information and advice to potential travellers, see <https://www.health.gov.au/news/health-alerts/novel-coronavirus-2019-ncov-health-alert>. Please be aware that advice may change whilst you are travelling.
-
- c. Please advise your manager of all international and interstate travel plans prior to commencing travel so we can maintain a register.
-

6. Quarantine

In the event of being quarantined due to diagnosed or suspected COVID-19:

- a. You must advise 1079 Life's Covid Marshall finance@1079life.com ASAP.
-
- b. You must not return to the workplace for 14 days, or until you are cleared by a medical professional.
-
- c. In some cases it may be possible that staff can work from home, and this will be evaluated on a case-by-case basis. Do not assume that you will be allowed/required to work from home as not every job can be performed remotely and we don't have the Health and Safety or IT resources to enable all roles to work remotely. If you believe that you may be able to work remotely then submit a requests via your manager, noting that approval is at the discretion of the organisation and must be given by the Executive.
-
- d. Be aware that if you cannot attend the office due to illness or quarantine and you have not been approved to work remotely then you will need to access personal or unpaid leave. Again, take this into consideration if you are planning on travelling overseas during planned annual leave.

7. Protecting Higher Risk Individuals

The safety and well-being of 1079 Life team members remains a priority for us, whilst acknowledging that it is simply not feasible for us to shut down the ministry for a period of time. Recognising that this is a complex and fast-moving situation and we are keen to ensure we understand the nature of the risks we face as best as we can.

- a. If you are at higher risk for serious illness from COVID-19 then it is doubly important for you to take action to reduce your risk of getting sick. Similarly, if you live with someone who is higher risk, then you also need to take extra care. According to the US Centre for Disease Control, and based on what is known about the virus so far, some people are at higher risk of getting very sick from this illness. This includes older adults and people who have serious chronic medical conditions such as Heart Disease, Diabetes or Lung Disease
-

- b. In order for us to properly manage risks in the event of an outbreak of the virus at any of our offices, our HR Manager (Alison or Jessie by emailing finance@1079life.com.) is maintaining a confidential register of 1079 Life Team Members who voluntarily declare that they may be high risk. We are encouraging all 1079 Life Team Members who consider they may be higher risk to volunteer this information. We will protect the privacy and confidentiality of this information and will only use it to help us make informed decisions about ensuring your health and safety. This is opt-in only, there is no requirement to share. In the event that there is an outbreak of the virus at the office, we would be in immediate contact with you to discuss working arrangements – so please consider your circumstances carefully and if you're unsure of what to do please make contact with Alison or Jessie by emailing finance@1079life.com.

8. Additional resources

We recommend you familiarise yourself with the following resources:

- The symptoms of COVID-19
www.health.gov.au/health-topics/novel-coronavirus-2019-ncov#symptoms
-
- About COVID-19 prevention: www.qld.gov.au/health/conditions/health-alerts/coronavirus-covid-19/take-action/coronavirus-prevention
-
- COVID-19 FAQ's and myth-busters: www.qld.gov.au/health/conditions/health-alerts/coronavirus-covid-19/find-the-facts/faqs-and-myth-busters
-
- Information on the Australian Government's response to COVID-19:
www.health.gov.au
-
- Information on COVID-19 globally:
www.who.int/emergencies/diseases/novel-coronavirus-2019
-
- Other information about COVID-19:
www.health.gov.au/health-topics/novel-coronavirus-2019-ncov
-

Board Designated Operating Reserve Fund

I. Statement of Purpose

The CHRISTIAN RADIO INC. Board of Directors designated an OPERATING RESERVE FUND by resolution at its 27/11/2018 Board meeting. The general purpose of the fund is to help to ensure the long-term financial stability of the organization and position it to respond to varying economic conditions and changes affecting the organization's financial position and the ability of the organization to continuously carry out its mission.

CHRISTIAN RADIO INC. will maintain a Board-Designated Operating Reserve Fund to achieve the following objective(s):

1. To enable the organization to sustain operations through delays in payments of committed funding and to accept reimbursable contracts and grants without jeopardizing ongoing operations;
2. To promote public and funder confidence in the long-term sustainability of the organization by preventing chronic cash flow crises that can diminish its reputation and force its leaders to make expensive short-term, crisis-based decisions,
3. To create an internal line of credit to manage cash flow and maintain financial flexibility.

II. Board-Designated Operating Reserve Fund Balance

The target amount to be attained and maintained for the Board-Designated Operating Reserve Fund is \$300,000, representing approximately 25% of annual operating expenses of \$1,200,000, or about 3 months of expenses on average.

To establish the Operating Reserve Fund, the CHRISTIAN RADIO INC. Board of Directors has designated \$30,000 of income from the 2019 fiscal year be invested to initiate the fund.

The remaining \$270,000 is to be funded over the next 10 fiscal years in increments of \$30,000, through funding strategies incorporated into CHRISTIAN RADIO INC.'s annual fundraising plan and capital budget. Additional amounts may be contributed at any time in order to build the fund sooner than expected.

III. Use of the Board-Designated Operating Reserve Fund

The CEO may access up to \$5,000 for purposes as outlined above, as long as sufficient accounts or grants receivable are available to repay such usage within three months time. The CEO will notify the Treasurer in writing, and usage will be acknowledged in writing by the Treasurer. E-mail shall be acceptable forms of notification and acknowledgement.

Any funds borrowed from the Operating Reserve Fund for greater than \$5,000 and/or for longer than 90 days will be paid back through a prescribed repayment schedule/method. Approval of any such usage and the proposed repayment schedule shall be requested by the CEO from the Board. If approved by the Board, such disbursement shall be reported at the next full Board meeting.

At any time that a borrowing from the Operating Reserve is outstanding, the status of the borrowing and payments made against the proposed repayment schedule will be reviewed at the regularly scheduled Board meetings.

A. Use of the Operating Reserve Fund will be subsequent to fully depleting any existing commercial lines of credit.

OR

B. The Operating Reserve Fund will be fully depleted before use of the commercial line of credit for operational expenses.

IV. Management of the Board-Designated Operating Reserve Fund

Under the direction of the Board, the CEO will establish a separate bank account for the Board-Designated Operating Reserve Fund. Policies and procedures for handling deposits, reconciling statements, safeguarding access, etc. will be the same as established from time to time for any of the organization's other bank accounts. If feasible, the funds will be invested according to the guidelines set in the Operating Reserve Investment Policy.

The Operating Reserve Fund will be listed separately in the net assets section of the organization's statement of financial position as "Board-Designated Operating Reserve" and longer-term borrowings from the reserve will be shown as a liability – "Due to Operating Reserve" – in internal financial reports.

V. Authorization of Draw-Down* from the Board-Designated Operating Reserve Fund

A draw-down from the fund that will not or cannot be replaced with operating funds in the timeframe established in "Use of the Board-Designated Operating Reserve Fund" above, must be approved by a majority of the Board, either by a majority of the votes of a quorum present at a regular Board meeting, or by a 2/3 majority of the Board if such vote is conducted by other means. A record of any such action will be maintained and be made a part of the Board meeting minutes. Any such action would remove the Board designation of "reserves" from these funds.

VI. Operating Reserve Shortfalls

If the Operating Reserve is and has been less than 75% of the targeted reserve level for two consecutive years, the Board of Directors, in the absence of any extraordinary circumstances, will adopt an operational budget that includes a projected surplus sufficient to rebuild the Operating Reserve Fund to its targeted reserve level over the following two years.

VII. Responsibilities of the Finance Committee

The Board will receive reports on the Board-Designated Operating Reserve Fund at its regular meetings and shall be charged with assuring that the funds are invested prudently in accordance with the guidelines stated above and that the organization receives a reasonable rate of return considering the size of the reserve fund, the instruments in which it is invested and other relevant factors.

The CEO will report the status of the Board-Designated Operating Reserve Fund to the Board as part of the regular Treasurer's report.

The Board will review the Operating Reserve Policy every three years, or sooner if conditions warrant, and put forward any necessary changes for Board approval.