



Governance Policy

1. Introduction

Governance in the community radio sector is concerned with the systems and processes that ensure the overall direction, effectiveness, supervision and accountability of an organisation.

Committee of Management (COM) members take ultimate responsibility for the governance of the organisation. However, governance is not a role for COM members alone. Governance is also concerned with the way COM works with any paid staff, volunteers, service users, members and other stakeholders to ensure the organisation is effectively and properly run and meets the needs for which the organisation was set up.

This policy should be read in conjunction with the Constitution for MAINfm which also outlines the responsibilities of the COM.

2. Policy

The COM of MAINfm is an elective, representative and collective body.

- It is **elective**, in that the determination of COM members is the prerogative of members through the election process. Co-option by the COM when vacancies arise or specific expertise is required is allowed between AGMs.
- It is **representative**, in that all members are committed to acting selflessly and making decisions and voting on governance decisions solely in the best interests of the organisation.
- It is **collective**, in that while each member should put the point of view of their constituency, and each member has the right to argue for their own point of view and to vote for that position, once a collective decision has been taken COM members are required to support that decision.

3. Roles

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

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

- 3.1 **Compliance monitoring** – ensuring compliance with the objects, purposes and values of the organisation, and with its constitution;
- 3.2 **Organisational governance** – setting or approving policies, plans and budgets to achieve those objectives, and monitoring performance against them;
- 3.3 **Strategic planning** – reviewing and approving strategic direction and initiatives;
- 3.4 **Regulatory monitoring** – ensuring that the organisation complies with all relevant laws, regulations and regulatory requirements
- 3.5 **Financial monitoring** – reviewing the organisational budget, monitoring management and financial performance to ensure the solvency, financial strength and good performance of the organisation;

- 3.6 **Financial reporting** – considering and approving annual financial statements and required reports to government;
- 3.7 **Organisational structure** – setting and maintaining a framework of delegation and internal control;
- 3.8 **Leadership selection** – selecting, evaluating the performance of, rewarding and, if necessary, dismissing the organisation staff, if any;
- 3.9 **Succession and remuneration planning** – planning for COM and staff succession, and determining remuneration, if any;
- 3.10 **Risk management** – reviewing and monitoring the effectiveness of risk management and compliance in the organisation; agreeing or ratifying all policies and decisions on matters which might create significant risk to the organisation, financial or otherwise;
- 3.11 **Dispute management** – dealing with and managing conflicts that may arise within the organisation, including conflicts arising between COM members, staff, members, volunteers, or service users;
- 3.12 **Social responsibility** – considering the social, ethical and environmental impact of all activities and operations and ensuring that these are acceptable;
- 3.13 **COM performance and composition** – evaluating and improving the performance of the COM.

4. Relationship with Staff, Delegated Volunteers, Members & Subscribers

- 4.1 The COM should focus on the strategic direction and the core policies of the organisation and avoid becoming involved in day-to-day operational decisions. Where individual COM members do need to become involved in operational matters, they should separate their strategic role (where they operate independently of any direction) from their operational role (where they may act at the direction of staff and or the COM).
- 4.2 The COM must ensure the organisation is cognisant of its stakeholders and listeners and have processes in place to receive feedback and conduct dialogue. This will include open and transparent processes for receiving and responding to complaints.

5. Responsibilities

- 5.1 It is the responsibility of the COM to establish and maintain standing orders, policies and procedures, an effective risk management framework, systems of financial control, internal control, and performance reporting.
- 5.2 It is the responsibility of the COM to clearly demarcate and delegate the functions of sub-committees, office bearers, staff and agents.
- 5.3 The COM is responsible for ensuring decisions affecting the organisation are communicated appropriately through channels that will reach those affected.
- 5.4 It shall be the responsibility of the Station Manager to address key management and operational issues within the direction and the policies laid down by the COM, including:
 - Developing and implementing organisational strategies and making recommendations to the COM on significant strategic initiatives;
 - Making recommendations for the appointment of staff and delegated volunteers, determining terms of appointment, evaluating performance, and developing and maintaining succession plans for key roles of staff, if any and volunteers with specific roles;
 - Developing the annual budget and managing day-to-day operations within the budget;

- Keeping the COM and regulators informed about any developments with a material impact on the organisation's performance; and
- Managing day-to-day operations in accordance with agreed standards for social, ethical and environmental practices.

6. Internal Controls

- 6.1 The COM should set and maintain standing orders, policies and procedures, and systems of financial control, internal control, and performance reporting. The COM should ensure that there is a system for the regular review of the effectiveness of its financial control, internal control, performance reporting, and policies and procedures.
- 6.2 The COM should ensure presenters are appropriately trained and aware of their responsibilities under the relevant broadcasting legislation and codes of practice.

7. Managing risk

The COM should undertake a full risk assessment (either periodically or on a rolling basis) and take appropriate steps to manage the organizational exposure to significant risks. The COM must regularly review the risks to which the organisation is subject and act to mitigate risks identified.

8. COM Review

The COM should ensure that there is a system for the regular review of its own effectiveness in meeting its responsibilities. Reviews / Planning Sessions should ensure governance policies and procedures exist and are implemented that support management, financial, and technical operations to meet all legal requirements. These include:

8.1 Governance

- There are easily-accessible hard and electronic copies of its constitution.
- COM meetings are held regularly and minutes are kept of COM meeting.
- Annual General Meetings are held and include election of board members in accordance with the Constitution.
- Up to date documents exist that outline the roles and responsibilities of COM members.

8.2 Financial Management

- CDC maintains accurate and up to date financial records.
- There is a designated Treasurer or book keeper.
- The COM regularly reviews the records of account.
- The COM presents end of year financial reports to the membership.

8.3 Technical Management

- CDC has easily-accessible hard and electronic copies of its license and broadcast specifications.
- CDC has mechanisms in place for ensuring ongoing compliance with its licence specifications.
- CDC has mechanisms in place for ensuring ongoing compliance with EMR / RF hazard standards.
- CDC ensures appropriate safety and quality of studio and production facilities.