

Planet FM

Policy Governance Handbook

As at 2021-06-14

Welcome

Welcome to this handbook which contains all the current policies adopted by the PlanetFM Committee of Management. These policies have been derived and reviewed to express the way the Committee of Management fulfils its responsibilities.

- Strategic Results policies: describe the outcomes the committee wants to be achieved. Strategic Results policies define the benefit provided, who is to benefit, and the cost or worth of the benefit.
- Committee-Management Delegation: defines the nature of the interrelationship between the committee, the Station Manager and staff.
- Executive Limitation policies: limit the Station Manager's freedom to use means unacceptable to the committee in the achievement of the Strategic Results policies.
- Governance Process policies: describe the way the committee carries out its governing role.

This is a living document and is currently a work in progress.

In future there will be two companion handbooks:

- a) the Committee members Operational Handbook which contains all the current policies derived by the Committee relating to operational guidelines for Committee members; and
- b) the Station Managers Operational handbook which contains policies derived by the Station Manager relating to the operation of PlanetFM.

Introduction

Committee Authority

The Rules of Access Community Radio Auckland Inc, a.k.a. PlanetFM, are the legal authority for the organisation. Under the Rules, the governance of PlanetFM is vested in the Committee of Management. Committee members are trustees representing the interests both constitutional and moral of the organisation's members. As such, both the Committee and its members are entrusted to ensure that the organisation is soundly managed for the benefit of all. Wherever there is a conflict between the Rules and these Governance Policies, the Rules shall always prevail.

Committee of Management Authority

The role of the Committee is governance rather than management which is the preserve of the Station Manager. Governance focuses on the organisation's wider issues of organisational purpose, including the setting and monitoring of strategic direction and the establishment of Committee level policies. The Committee works in close partnership with the Station Manager to ensure that its objectives and goals are achieved, supporting and resourcing the Station Manager to carry out their responsibilities. In order for the Committee members to carry out their governance role they must be familiar with the organisation's policies, plans and priorities and be able and prepared to demonstrate this familiarity through discussion and participation in all areas of the Committee's responsibilities.

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STRATEGIC RESULTS POLICY

SRP #1 Global Strategic Results Policy

POLICY TYPE: STRATEGIC RESULTS POLICY
POLICY TITLE: GLOBAL STRATEGIC RESULTS POLICY

The purpose of PlanetFM is, within Greater Auckland, to maintain and/or extend access to broadcasting to communities that would not otherwise have access in a commercial setting, to the greatest extent possible for available resources.

Amended 2020-07-18

SRP #2 Member Priority Policy

POLICY TYPE: STRATEGIC RESULTS POLICY
POLICY TITLE: MEMBER PRIORITY POLICY

PlanetFM is an incorporated society of members, who represent communities of interest in the Greater Auckland region.

Members are supported and/or sought in descending order of priority:

1. Communities that meet the requirements of Section 36(c) of the Broadcasting Act 1989 will have the skills and the platform to broadcast and be heard.
2. Communities that meet the requirements of Section 36(ca) of the Broadcasting Act 1989 will have the skills and the platform to broadcast and be heard.
3. Communities that do not meet the requirements of the Broadcasting Act 1989 that would not otherwise have access in a commercial setting will have the skills and the platform to broadcast and be heard.

Adopted 2020-07-18

COMMITTEE-MANAGEMENT DELEGATION

CMD #1 Global Committee-Management Delegation

POLICY TYPE: COMMITTEE-MANAGEMENT DELEGATION
POLICY TITLE: GLOBAL COMMITTEE-MANAGEMENT DELEGATION

The committee's sole official connection to the operational organization, its achievements and conduct will be through a chief executive officer, titled Station Manager.

Adopted 2019-11-18

CMD #2 Unity of Control

POLICY TYPE: COMMITTEE-MANAGEMENT DELEGATION
POLICY TITLE: UNITY OF CONTROL

Only officially passed motions of the committee are binding on the Station Manager.

- Decisions or instructions of individual committee members, officers, or sub-committees are not binding on the Station Manager except in rare instances when the committee has specifically authorised such exercise of authority.
- In the case of committee members or sub-committees requesting information or assistance without committee authorisation, the Station Manager can refuse such requests that require, in the Station Manager's opinion, a material amount of staff time or funds, or are disruptive.

Adopted 2020-07-18

CMD #3 Accountability of the Station Manager

POLICY TYPE: COMMITTEE-MANAGEMENT DELEGATION
POLICY TITLE: ACCOUNTABILITY OF THE STATION MANAGER

The Station Manager is the Committee's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Committee is concerned, is considered the authority and accountability of the Station Manager.

1. The Committee will never give instructions to persons who report directly or indirectly to the Station Manager.
2. The Committee will not evaluate, either formally or informally, any staff other than the Station Manager.
3. The Committee will view Station Manager performance as identical to organisational performance, so that organisational accomplishment of Committee-stated Ends and avoidance of Committee-proscribed means will be viewed as successful Station Manager performance.

Adopted 2020-07-18

EXECUTIVE LIMITATIONS

EL #1 Global Executive Constraint

POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: GLOBAL EXECUTIVE LIMITATIONS

The Station Manager shall not cause or allow any organisational practice, activity, decision or circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics and practices.

Adopted 2019-11-18

EL #2A Treatment of Members

POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: TREATMENT OF MEMBERS

With respect to interactions with members or those applying to be members, the Station Manager shall not cause or allow conditions, procedures, or decisions that are unsafe, untimely, undignified, or unnecessarily intrusive.

The Station Manager will not:

1. Elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material.
3. Fail to operate facilities with appropriate accessibility and privacy.
4. Fail to establish with members a clear understanding of what may be expected and what may not be expected from the service offered.
5. Fail to inform members of this policy, or to provide a way to be heard for persons who believe they have not been accorded a reasonable interpretation of their protections under this policy.
6. Fail to inform members and their constituents about written rules that a) clarify interactions with staff; b) clarify interactions with other members; c) provide for effective handling of grievances; and d) clarify other policies in effect.

Adopted 2020-07-18

EL #2B Treatment of Staff

POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: TREATMENT OF STAFF

With respect to the treatment of paid and volunteer staff, the Station Manager shall not cause or allow conditions that are unfair, undignified, disorganized, or unclear.

The Station Manager will not:

1. Operate without written personnel rules that (a) clarify rules for staff, (b) provide for effective handling of grievances, and (c) protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons.
2. Retaliate against any staff member for non-disruptive expression of dissent.
3. Fail to acquaint staff with the Station Manager's interpretation of their protections under this policy.
4. Permit staff to be unprepared to deal with emergency situations.
5. Pay staff or sub-contracted staff less than the living wage.

Adopted 2020-07-18

GOVERNANCE PROCESS

GP #1 Global Governance Process

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: GLOBAL GOVERNANCE PROCESS

The purpose of the committee, on behalf of Auckland's communities, is to see to it that PlanetFM:

(a) achieves appropriate results for appropriate communities and/or persons at an appropriate cost (as specified in committee Strategic Results policies), and

(b) avoids unacceptable actions and situations (as prohibited in committee Executive Limitations policies).

Adopted 2019-11-18

GP #2 Governing Style

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: GOVERNING STYLE

The Committee will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on:

(a) outward vision rather than an internal preoccupation,

(b) encouragement of diversity in viewpoints,

(c) strategic leadership more than administrative detail,

(d) clear distinction of Committee and Station Manager roles,

(e) collective rather than individual decisions,

(f) future rather than past or present, and

(g) proactivity rather than reactivity.

Accordingly,

1. The Committee will cultivate a sense of group responsibility. The Committee, not the staff, will be responsible for excellence in governing. The Committee will be the initiator of policy, not merely a reactor to staff initiatives. The Committee will not use the expertise of individual members to substitute for the judgment of the Committee, although the expertise of individual members may be used to enhance the understanding of the Committee as a body.
2. The Committee will direct, control, and inspire the organisation through the careful establishment of broad written policies reflecting the Committee's values and perspectives. The Committee's major policy focus will be on the intended long-term impacts outside the staff organisation, not on the administrative or programmatic means of attaining those effects.
3. The Committee will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Although the Committee can change its governance process policies at any time, it will scrupulously observe those currently in force.
4. Continual Committee development will include orientation of new Committee members in the Committee's governance process and periodic Committee discussion of process improvement.
5. The Committee will allow no officer, individual, or sub-committee of the Committee to hinder or be an excuse for not fulfilling group obligations.
6. The Committee will monitor and discuss the Committee's process and performance at each meeting. Self-monitoring will include comparison of Committee activity and discipline to policies in the Governance Process and Committee-Management Delegation categories.

Adopted 2020-07-18

GP #3 The Committee's Job

POLICY TYPE:	GOVERNANCE PROCESS
POLICY TITLE:	THE COMMITTEE'S JOB

Specific job outputs of the Committee, as an informed agent of our Members, are those that ensure appropriate organisational performance.

Accordingly the Committee will,

1. Provide the authoritative link between the ownership and the operations.

2. Practice, protect, promote and perpetuate a healthy culture based on consensus decision making.
3. Hire, set compensation for, delegate responsibility to, and hold accountable a Station Manager.
 - a) Use a strategic process to establish the value of Station Manager compensation and complete this process in a timely manner.
4. Delegate responsibility in a way that honours our commitment to empowerment and a clear distinction of roles.
5. Rigorously monitor operational performance in the areas of Strategic Results and Executive Limitations.
6. Regularly evaluate our own Committee performance in the areas of Governance Process and Committee-Management Delegation.
7. Perpetuate the Committee's leadership capacity using succession planning, ongoing education and training, a robust recruitment, qualification and nomination process and fair elections.
8. Maintain written governing policies that realistically address the broadest levels of all organizational decisions and situations.
 - a) Strategic Results: Organizational impacts, benefits, outcomes; recipients, beneficiaries, impacted groups; and their relative worth in cost or priority.
 - b) Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - c) Governance Process: Specification of how the Committee conceives, carries out, and monitors its own task.
 - d) Committee-Management Delegation: How power is delegated and its proper use monitored; the Station Manager role, authority, and accountability.
9. Perform other duties as required by the by-laws or because of limitations on Station Manager authority.

Adopted 2021-06-14

GP #4 Agenda Planning

POLICY TYPE:	GOVERNANCE PROCESS
POLICY TITLE:	AGENDA PLANNING

To accomplish its job consistent with Committee policies, the Committee will follow an annual agenda that a) completes a re-exploration of Strategic Results policies annually and b) continually improves Committee performance through education, input and deliberation.

1. The cycle will conclude each year on the last day of March so that planning and budgeting can be based on accomplishing a one-year segment of the Committee's most recent statement of Strategic Results.
2. The cycle will start with the Committee's development of its agenda for the next year.
 - a) Consultation with selected members, or other methods of gaining input will be determined and arranged in the first quarter, to be held during the balance of the year.
 - b) Governance education and education related to Strategic Results determination (guest presentations, demographers, advocacy groups, staff, etc) will be arranged in the first quarter, to be held during the balance of the year.
 - c) A Committee member may recommend or request an item for Committee discussion by submitting the item to the Committee Chair no later than five days before the Committee meeting.
3. Throughout the year, the Committee will attend to 'consent' agenda items as swiftly as possible.
4. Station Manager monitoring will be on the agenda whether or not reports have been received since the previous meeting.
5. Station Manger remuneration will be decided during the month of February after a review of monitoring reports received in the last year.
6. Committee meeting agendas will be determined by the Committee Chair and may be modified at the meeting by a majority vote of the Committee.

Adopted 2021-06-14

GP #5 Committee Meetings

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: COMMITTEE MEETINGS

Committee meetings are for the task of getting the Committee's job done.

1. We will use the Committee meeting time only for work that is the whole Committee's responsibility. We will avoid committee issues, operational matters, personal concerns and other topics that are not the highest and best use of our time.
2. Meetings will be open to the Membership except when executive session is officially called.

- a) We may occasionally use executive session to deal with confidential matters, as long as the purpose of the session is stated. When possible, announcement of the executive session should be on the published agenda.
3. We will seek consensus through discussion. We will then finalise and document decisions through the use of motions/resolutions, seconds and majority vote. Once a decision is made, it will be supported by all committee members.
4. If we must make a decision outside of a regular meeting, that ‘circular decision’ must be unanimous and affirmed in writing by all Committee members. We will include a record of that decision in the minutes of the next regular meeting.

Adopted 2021-06-14

GP #6 Committee Members’ Code of Conduct

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: COMMITTEE MEMBERS’ CODE OF CONDUCT

The Committee commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Committee members.

1. Committee Members must have loyalty to the Members and other ‘owners’, unconflicted by loyalties to staff, other organisations, and any personal interests as a broadcaster or listener.
2. Committee Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - a) There will be no self-dealing or business by a Committee Member with the organisation. Committee Members will annually disclose their involvements with other organisations, with vendors, or any association that might be or might reasonably be seen as being in conflict.
 - b) When the Committee is to decide on an issue about which a member has an unavoidable conflict of interest, that member shall withdraw without comment not only from the vote but also from the discussion.
 - c) Committee Members will not use their Committee position to obtain employment in the organisation for themselves, family members, or close associates. A Committee Member who applies for employment must first suspend themselves from the Committee and if the application is successful, must first resign from the Committee before accepting the role.
3. Committee Members may not attempt to exercise individual authority over the organisation.

- a) Committee Members' interaction with the Station Manager or with staff must recognise the lack of authority vested in individuals except when explicitly Committee authorised.
 - b) Committee Members' interaction with the public, press, or other entities must recognise the same limitation and the inability of any board member to speak for the Committee except to repeat explicitly stated Committee decisions.
 - c) Except for participation in Committee deliberation about whether the Station Manager has achieved any reasonable interpretation of Committee policy, Committee Members will not express individual judgements of performance of employees or the Station Manager.
4. Committee Members will respect the confidentiality appropriate to issues of a sensitive nature and must continue to honour confidentiality after leaving Committee service.
 5. Committee Members will prepare for, attend and participate fully in all Committee meetings and training.
 6. Committee Members will support the legitimacy and authority of the Committee's decision on any matter, irrespective of the member's personal position on the issue.
 7. Any Committee Member who does not follow the code of conduct policy can be removed from the Committee by a 2/3 majority vote of the remaining Committee.

Adopted 2021-06-14