

Corporate governance and operational policy



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Introduction

What the Board does is known as “governance”; what the station manager and other staff do is known as “management”.

It is really important that everyone involved in the station understands the difference between the two concepts. Without a clear understanding of the difference between governance and management, conflicts arise which lead to inefficiency, not to mention a great deal of time being wasted on trying to sort out problems that should never have arisen in the first place.

One way of gaining a clear understanding of the difference between governance and management is thinking of the station as a boat. The Board decide where the boat is going and the captain and crew (managers and workers) make sure the boat stays on course (and afloat) throughout the journey.

If only it were that easy. In some stations Board members think that they have the automatic right to “manage” anyone in the station. This often causes problems. It is important to impress upon Board members that they have no authority outside of Board meetings unless they are delegated this power by the Board.

If the station has no paid workers, it may be that volunteers carry out the work which is normally done by paid staff. If those volunteers are also Board members, this can be a source of confusion and the lines between governance and management become blurred. In this case, it is important to draw clear lines between the Board's work and management work.

If station has a system where Board members also (even unofficially) double as managers, it will need to ensure that its risk management strategies are in place and effective and that the transparency of the organization is not compromised

Governance is about “big picture” issues such as strategic and business planning, approving annual budgets, developing policies and procedures etc.

Management is about the day-to-day operations associated with implementing decisions within the framework established by the Board, staff and volunteers.

A good working partnership between Board and staff is the key to success. Below is a table with a few examples to explain the difference between the two levels of responsibility.

Governance	Management
A Board of Directors approves the overall budget for the year	Staff ensure that this budget is implemented
A Board of Directors approves programming guidelines and procedures for getting on air.	Staff ensures broadcasters are well informed of guidelines and procedures and monitor broadcasters' performance, taking action according to the procedures when necessary.
A Board of Directors approves the procedure for spending money.	Staff can spend money if the board has given them a financial delegation.

Among talking points, ULTRA FM Corporate Governance and operational policy consist of

- **South African acts governing community broadcasting**
- **Technical operations**
- **Human Resource**
- **Finance**
- **Editorial policy**
- **Political branding at the station and affiliation policy**
- **Social media policy**
- **Programming policy**

1. Acts governing community broadcasting

ICASA Act 2000

This Act governs the functioning and mandate of ICASA and also makes provision for the establishment and functions of the CCC. In 2018 ICASA developed new draft regulations on community broadcasting.

The Electronic Communications Act 2005

This Act was introduced to deal with convergence so that broadcasting and telecommunications could be regulated from the same source given that platforms were converging. It regulates both telecommunications and broadcasting. Notably, the ECA has considerably simplified the application process for community broadcasters.

2. Technical operations

We have engaged SENTECH to be our signal distributor; they have done an absolutely good work in doing technical analysis regarding the frequency. It is safe to say the frequency is interference free and we can carry applying, said SANTECH.

Below is the email sent by Mr. E Jansen (SENTECH Regional Account Manager)

Edwina Jansen <Durbanreg@sentech.co.za>

Wed, Jan 29,
2:52 PM

to me

Good Day Mr Magubane,

Attached please find coverage prediction map and technical specification for Ultra FM in Kokstad.

You can apply to ICASA as the frequency is interference free.

Edwina Jansen

Regional Account Manager

Operations : Eastern Region| [Sentech SOC Ltd](#) | South Africa |jjansene@sentech.co.za

Tel: +27 31 570 7901 / 10 |Mobile: +27 66 488 1310 |217 Umhlanga Rocks Drive, Durban

North, Durban, 4051

www.sentech.co.za

Thembelani Magubane

Frequency: 97.5

Account name: Ultra FM

Designation: Marketing director

0786656967/0788565834

Email: magubane217115292@gmail.com

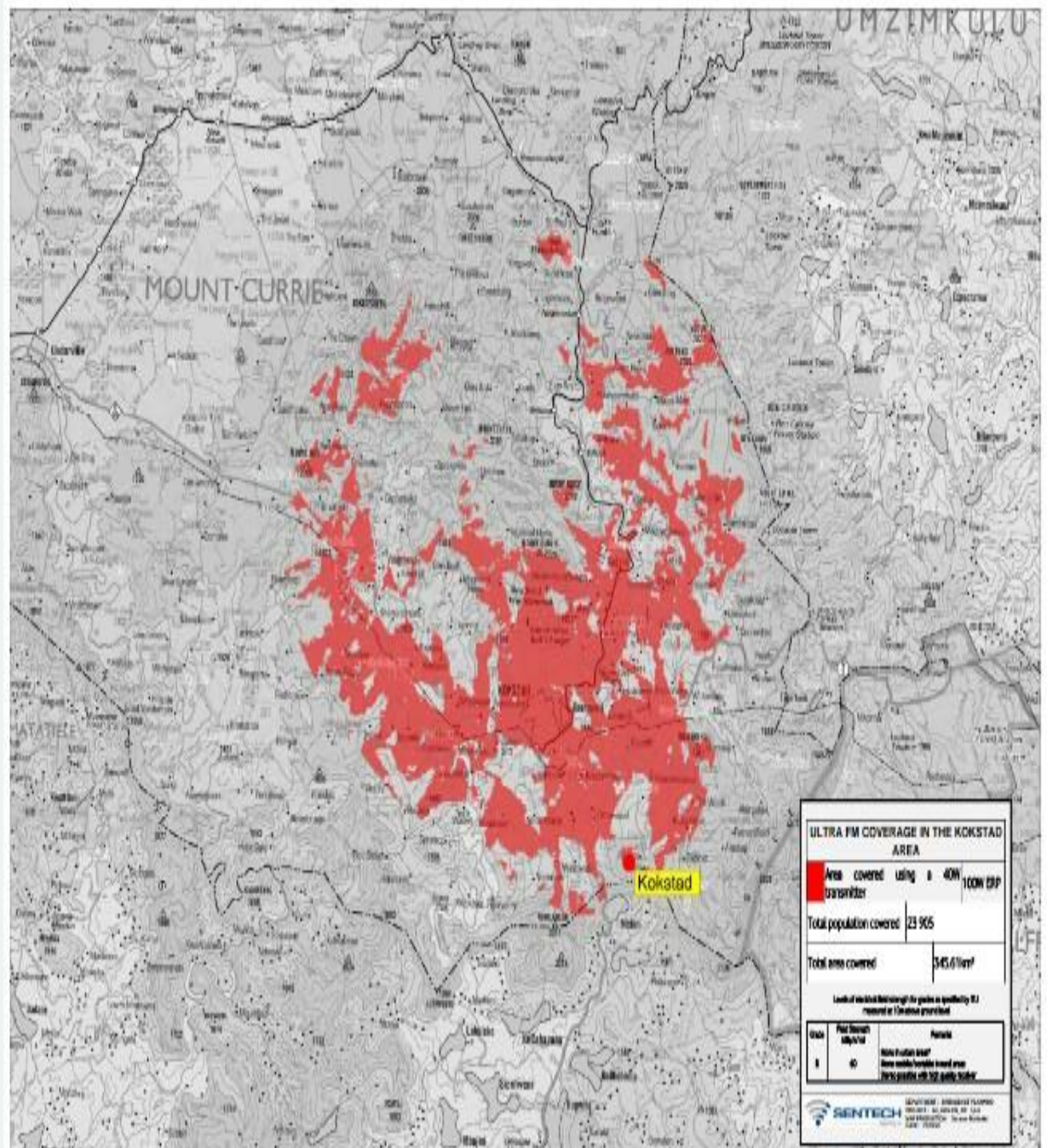
Physical address: Thuthukani village

Kokstad

4700

KZN

Coverage prediction map



Technical specification



TRANSMISSION SPECIFICATIONS FOR ULTRA FM IN THE KOKSTAD AREA

STATION	CODE	GEO. CO-ORDINATES						HEIGHTS			TRANSMITTER			ANTENNA								FEED	
		LATITUDE			LONGITUDE			SITE	MAST	ANT	FREQ MHz	CH	PWR kW	GAIN dB	ERP kW	DIR	BEAM			NULL FILL	POL		
NAME		Deg	Min	Sec	Deg	Min	Sec																
KOKSTAD	NS1.1	-30	-36	-42	29	29	24	1787	14	5	87.5	100	0	4	0	DIR	335	80	3	Y	VER	TBD	



3. Human resource

For any organization to prosper, work force is the drive and power to greater heights. Employees are the assets of the organization and if happy, they form a winning team. Work force need to be motivated and appreciated all the time.

We will do auditions to capture talent in large pockets. Mix this talent with a bit of experienced presenters who have already worked on different radio stations. ULTRA FM is a huge initiative with good intentions regarding youth of Kokstad.

Division

Work force

- Presenters
- Newsreaders
- Producers
- Technicians
- Cleaners
- Security

Management

- Programs and training manager
- Music compiler and HR manager
- Marketing and finance manager
- Station manager (CEO)

4. Finance

It is the responsibility of all Board members to ensure that the proper processes are in place to minimize the risk of things going wrong. It is important that everyone in the station knows that a responsible group of people is watching the cash flow on everyone's behalf.

As a Board member, you are involved in approving annual budgets and in monitoring expenditure against budgets during the year. Effective monitoring requires Boards to ensure that appropriate policies and processes are in place with regard to financial planning, management and control.

It also means that financial reports should be available monthly for examination. There is no room for verbal reports when it comes to financial management. ULTRA FM will have a financial management template which tracks expenditure against the projected budget figures.

In addition an annual audit ensures that an independent person has looked at our accounts and has ensured that procedures are being followed.

We will hold General meetings to address to issues relating to finance, issues like

- Ensuring the station fulfills its mission statement and objects
- Setting the station's strategic direction
- Upholding its values
- Monitoring the station's performance
- Ensuring the station is solvent
- Dispute management
- Succession planning and salary setting
- Ensuring the station is compliant with its objects, constitution and laws and regulations

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We will use financial reports and financial statements to track down the financial wellbeing for the station on monthly basis. ULTRA FM will also have an external auditor to audit financial records of the station. That happens at the end of financial year.

5. Editorial code of ULTRA FM

Good values give rise to excellence. Through what so ever conditions, these are the editorial codes of ULTRA FM developed by ULTRA FM board members. We promise to live by these codes through our daily operations and programs.

- ❖ We promise to produce and broadcast programs in a variety of genres and formats, and fight to ensure that ULTRA FM core values are upheld in commissioning, acquisition and production of programs.

- ❖ We are fully aware of the danger of discrimination being furthered by the media, and avoid promoting discrimination through ULTRA FM programs on the grounds of gender, race, language, culture, political persuasion, class, sexual orientation, religious belief, marital status, or disability

- ❖ We understand that if South Africans are to meet the challenges of building a nation and a strong democracy, they must have access to relevant, reliable, and useful information of the best quality.

- ❖ We report and present news honestly by striving to disclose all the important facts and by not suppressing relevant, available facts, or distorting by wrong or improper emphasis.

- ❖ We do not allow advertising, commercial, political or personal considerations and agenda to influence our editorial decisions. ULTRA FM is expected to provide information and as part of this duty should evaluate, analyze and critically appraise government policies and programs. ULTRA FM is not the mouthpiece of the government of the day.

- ❖ We are guided by news merit and judgment in reaching editorial decisions. Fairness does not require editorial staff to be unquestioning, nor ULTRA FM to give every side of an issue the same amount of time.

❖ We do not accept gifts, favors, free travel, special treatment or privileges that could compromise our integrity.

❖ We respect individuals' right to privacy, and should not do anything that entails intrusion into private grief and distress, unless it is justified by overriding considerations of public interest.

❖ We promise to work in the interest of the community we serve and not by personal interests.

❖ ULTRA FM will live by the promise of job creation, economic transformation and education emphasis.

6. Programming policy

a. Program format

ULTRA FM will broadcast 50% talk and 50% music

b. Music Format

As the aid of uplifting local artist, we intend to play 50% international and 50% local music.

c. Disability

We recognize that groups with disabilities often feel marginalized, and that it is a duty of the community broadcaster to promote access by these audience segments to its services and programs and to ensure that the representation of

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people with disabilities in our programming is fair.

ULTRA FM therefore treats people with disabilities respectfully in its programming, and we are committed to reflecting issues of disability in a way that does not perpetuate harmful negative stereotypes of the disabled.

d. Race

Our shows are race friendly, promote values and peace. We understand that we are living in a democratic rainbow nation. We therefor accommodate whole community regardless of skin color or language.

e. Gender

ULTRA FM through programming, strive to fight

- Violence against women
- Women as passive victims of violence and abuse
- Degrading of women and undermine their role and position in society
- Promotion of sexism and gender inequality

f. Violence

ULTRA FM through programming, intend not to

- Promote violence of any form
- Perpetrate violence in any way
- Take a side in storytelling and hide the truth
- Sanction or glamorize violence
- Show or take side on a matter regarding certain group, skin color, race or religion.

ULTRA FM aim is not to see how much violence will be tolerated, but how little is needed to achieve honest ends without undue dramatic or editorial

compromise.

g. Phone-in and discussion program

A host should steer callers and guests away from making comments that may be against the law, or ULTRA FM policy, and reprimand or contradict them tactfully, when necessary. It is important to ensure, as far as possible, that programs do not become a focus or platform for organized pressure groups and irresponsible individuals.

A short pre-interview should be used for these purposes. A record is to be kept of the names of all the speakers and their contact information, and retained for at least 30 days. When written comments are received, hosts should be vigilant not to read out comments on air with factual inaccuracies or with content which violates the law or ULTRA FM policy.

h. Sex and nudity

When sexual topics feature in discussions, program makers should observe the need for careful scheduling and consumer advice. Tactful handling can help prevent the most sensitive of subjects from giving widespread offence.

Overall, any program that deals with sex and sexuality should be treated with care, and without sensationalism.

i. Sponsorship of programs

ULTRA FM complies with ICASA's regulations on program sponsorship.

ICASA defines program sponsorship as direct or indirect financing, whether partial or total, of the production or transmission of broadcast program material by an advertiser or person seeking to promote their activities or product.

ICASA regulates program sponsorship and is concerned to ensure that editorial control remains with the broadcaster. To this end, the regulations stipulate that if there is any depiction during a sponsored program of the name or logo of

whoever provides the sponsorship, that depiction should be subordinate to the content of the program.

The regulations also provide that where there is program sponsorship, the sponsor's association with the program has to be stated clearly, both before and after the program.

ULTRA FM Marketing team and management ensure that the station is in compliance with these regulations.

j. Complaints lodged with the station regarding program.

If a member of the public lodges a formal complaint with the BCCSA about a program broadcast on ULTRA FM, the BCCSA notifies the station in writing, provides a copy of the complaint, and indicates whether a copy of the program should accompany the written response from the station. When the BCCSA requests material for review in any complaint process, ULTRA FM is obligated to provide a complete copy of the program as broadcast, and it should be supplied within three (3) days.

The Manager: Broadcast Compliance prepares the ULTRA FM's response to the complaint, in consultation with the staff responsible for the broadcast, who may be asked to provide comments in writing. This submission, together with the material requested, has to be delivered to the BCCSA's premises within ten (10) working days of notification of the complaint.

The formal process is then conducted in accordance with the current Procedure of the Commission (available on the Internet at <http://www.bccsa.co.za>), which may be amended from time to time.

When the BCCSA gives notice that a complaint is to be heard by the Tribunal, the Manager: Broadcast Compliance

- Requests the head of the service against which the complaint has been lodged to delegate an appropriate representative to attend the hearing.

- Applies to the ULTRA FM's Chief Legal Advisor for assistance, if the BCCSA advises that the complainant will have legal representation
- Prepares the ULTRA FM's case
- Consults, or refers a case to, Legal Services when the need arises
- Defends the ULTRA FM at the hearing, assisted by a legal consultant, if necessary.

When the BCCSA's decision about a complaint, adjudication (by an individual commissioner), or judgment handed down by the Tribunal is received, the Manager: Broadcast Compliance circulates it immediately to all the relevant staff.

On being found guilty of a breach of the Code, a broadcaster may be reprimanded by the Commission, or required to take certain steps to rectify a situation, or instructed to broadcast a correction, retraction, or apology. The BCCSA is also empowered to impose fines of up to R40 000 for serious infringements

7. Social media policy

ULTRA FM is an entity with good intentions to uplift youth and to promote values. Educate, entertain and also to inform. This means daily interaction with the people we are serving. This is the primary main, to interact with people during our shows and for them to voice their views.

By any form, we don't intend to violate our rights to serve our individual needs. We will use social media to

- Interact with listeners through the shows.
- Inform the community about any ongoing or coming up events.
- Place our ads.
- Educate our community about ongoing crisis around the world.
- Communicate as ULTRA FM family.

Furthermore, we will fight through social media

- Gender based violence
- Drug and substance abuse
- Depression Racism
- Unemployment
- and anxiety

Social media platforms and their use

A. Facebook

Create awareness. Educate and inform our diverse community.

B. WhatsApp

We will take listeners views during shows, in form of voice notes.

8. Political branding and affiliation policy at the station

➤ Political branding

During elections, we see lot of political activity around the county. These also direct or indirectly affect the media industry in one way or the other. Political parties also run an extra mile as in to place ads to get audience attention and attract voters.

ULTRA FM is a community owned entity, and it must act to the interest of the community. ULTRA FM will not take any political side or show to be bias towards any political party.

Our members and stuff are prohibited to wearing any political branded items or to show any political interest, because they are public figures.

The following political office bearers are prohibited in taking part on any ULTRA FM operations.

- (i) Members of the Local Executive Committees of political parties, the youth

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affiliates and women's affiliates of political parties, and any organization

That is in an alliance with a political party;

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(ii) Members of the Regional Executive Committees of political parties, the youth affiliates and women's affiliates of political parties and any

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organization that is in an alliance with a political party;

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(iii) Members of the Provincial Executive Committees of political parties, the youth affiliates and women's affiliates of political parties and any

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organization that is in an alliance with a political party;

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(iv) Members of the National Executive Committees of political parties, the youth wings and women's wings of political parties and any organization

that is in an alliance with a political party;

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(v) Councilors

(vi) Mayors

(vii) Members of Provincial Legislatures

(viii) Members of Parliament.

➤ **Affiliation policy**

Category	: Governance
Date created	: October 2019
Review date	: October 2019
Approved by	: ULTRA FM Board and management

1. PUEPOSE

1.1 To explain and regulate the relationship between ULTRA FM and the affiliated bodies.

2. REQUIREMENTS FOR AFFILIATION

2.1 Affiliated bodies must:

2.1.1 Commit to representing audience diversity, including but not limited to; culture, religion, gender, ability, age and sexual orientation, and to supporting equality in theory and practice.

2.1.2 Recognize and act towards the interest of ULTRA FM core business.

2.2 The core membership and focus of the affiliates must be ULTRA FM business orientated.

3. PROCESS FOR AFFILIATION

3.1 Applications should be made by the end of September for the next coming year.

3.2 A new applicant will not be affiliated unless they provide a service, which is not currently provided by an existing affiliate.

3.3 For new affiliations, applicants must provide:

3.3.1 List of the full names and contact details of applicant's executives,

3.3.2 Signed copy of the applicants Code of Conduct,

3.3.3 Full documents of applicants management

3.3.4 Copy of the IGM minutes

3.3.5 Signed copy of applicant's constitution.

4. CONTINUING AFFILIATION REQUIREMENTS

4.1 List of the full names and contact details of affiliates executives,

4.2 Copy of latest AGM minutes,

4.3 Financial Statements for the most recent financial year, including a Statement of Current Financial Position, and a Statement of Income and Expenditure.

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5. DISAFFILIATION AND DISSOLUTION

5.1 An affiliate may disaffiliate from ULTRA FM at any time by notifying ULTRA FM in writing.

5.1.1 Such notification shall provide reasons

5.1.2 This should be accompanied by General Meeting minutes approving such an action.

5.2 ULTRA FM has the right to disaffiliate an affiliate if they are in breach of any of the requirements of affiliation outlined in this policy or in breach of Code of Conduct.

6. OBLIGATIONS UPON AFFILIATES

6.1 All affiliates and Societies must ensure that:

6.1.1 Their activities are lawful;

6.1.2 Their activities are not for the financial gain of their members;

6.1.3 Their activities are authorized by their own constitution / rules;

6.1.4 Their activities do not breach and align with ULTRA FM constitution, policy, and Code of Conduct;

6.2 ULTRA FM shall not be responsible for any liabilities or debts incurred by the affiliate

Conclusion

All information provided in this document is correct and 100% relevant.

It's a private property of ULTRA FM and agreement of station management and board of directors.

