



Leadership Media Manual

For people interested in the basics of leadership
and how to use the media.

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Who is this resource for?

This resource is for people interested in the basics of leadership and how to use the media.

Leadership skills are important for any project or campaign, but they are particularly important when dealing with the mainstream media, broadcasting a radio program or using social media. Communication in the media is at the base of good leadership because as a leader you will need to act in the public domain, to provide opinions and perspectives on current issues that affect your communities and to use the media to reach people in your communities about issues of concern.

The manual begins with the important skills, attributes and behaviours required for good leadership, and then proceeds with an outline of the media in Australia: how to deal with it and how to get involved with it at a local level.

1. Leadership

Leadership is the process of organising a group to achieve a common goal.

Good leadership is a function of the leader, the team and the goals working together, in the same situation at the same time. Underpinning good leadership is a range of skills: being a good role model with a positive and proactive attitude, empowering others and establishing and maintaining relationships while showing the courage to drive for change and improvement.

There are a number of elements to good leadership that are shown in the diagram below (Figure 1), which we will explore in more detail.

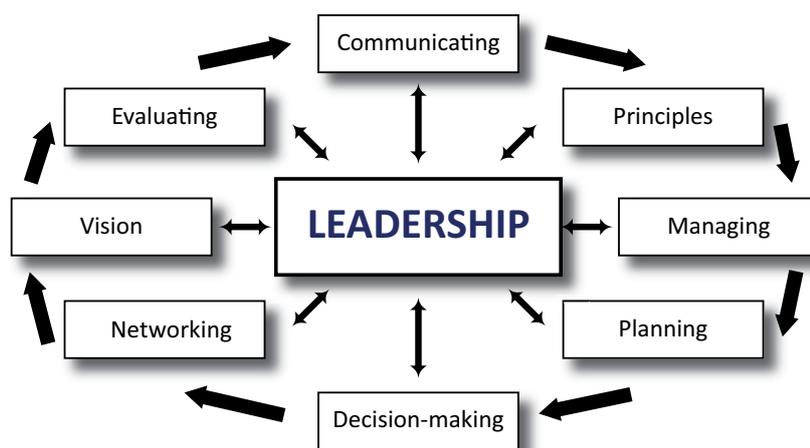


Figure 1: Elements of Leadership

Communicating

There are two aspects to communicating: relaying and listening.

Speaking and writing are the obvious forms of communication. But how you listen to receive information, and then interpret that information to be able to respond appropriately is essential to your overall communication skills. Being able to listen is fundamental to communication, as is being able to ask clarifying questions and show a deep interest in two-way communication.

Clear communication, being open and sharing information is essential. It is important to consider your language, tone, style and format to match the audience. The success of communicating a campaign message will always rely on knowing how to deliver the message, and knowing who you are delivering it to — your target audience.

The success of establishing and maintaining a group will depend largely on how well its members communicate with each other and with those outside the group.

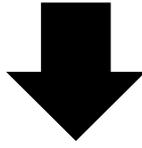
Being a good communicator and listener is the foundation for the development of your personal skills and principles, and leads to better understanding, planning and vision; i.e. a better leader.

Tip

Most people learn approximately 11% of what they know by listening, but they learn 83% of what they know by seeing (observation and reading).

Tip

- 1. Listen carefully.*
- 2. Ask yourself "do I understand what they are trying to say?"*
- 3. Summarise back frequently to ensure understanding.*
- 4. Additional information may be all that is needed. The person may not have all the facts or resources.*



Principles

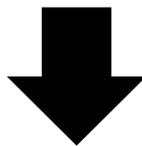
What we most admire in any person are: honesty, fairness, integrity, compassion, and acting on ethical principles.

It is vital that someone in a leadership position displays a set of values or standards that they believe in, and that they adhere to them. If you want team support, credibility and to represent your organisation in the best possible light, you will need to display these principles at all times.

Leadership principles include:

- **Integrity:** Demonstrates values of honesty and fairness; does not abuse power or authority; stands by decisions that are in the organisation's interests and reacts promptly to unprofessional or unethical behaviour.
- **Professionalism:** Is motivated by professional rather than personal concerns and is conscientious about work, deadlines and showing pride in achievements. Is able to show a mastery of the topic, a personal skill to be persistent when faced with difficult problems and can remain calm in a stressful situation.
- **Appreciates diversity:** Shows and demonstrates respect for diverse points of view, is able to examine one's own biases and behaviours, treats all people with dignity, respect and equality.
- **Motivation:** Shows a positive proactive attitude and approach, and is able to empower and motivate others by offering new and different options.
- **Conflict resolving:** Is able to anticipate and resolve conflicts by offering new and different options and pursuing mutually agreeable solutions.

These personal skills are integral for working and **managing a team**.



Managing

Being in control of a group is often misunderstood. Controlling does not necessarily mean giving commands or being a powerful boss. Controlling a group is much more about understanding your team and how you can gain respect and influence the outcomes.

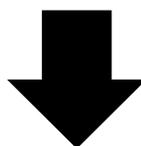
The following skills will help you control and work with your team:

Tip

- 1) *Clearly share your visions and goals.*
- 2) *Encourage individuals and groups.*
- 3) *Give praise when praise is due.*
- 4) *Take the time for one-on-one meetings.*

1. **Connecting:** The leader should be able to observe the team, communicate with its members, and be available, but not appear to dominate. Leadership is about placing the team agenda before personal agendas.
2. **Inputting:** Leadership is about giving positive and effective input while genuinely valuing the team's ideas and expertise, and showing a willingness to learn from others. Instructions are provided when outcomes are not reached, but allow for work to progress; make suggestions and assist, rather than give orders from above.
3. **Collaborating:** Create a model of consensus that allows for discussion and for ideas to flourish; this will help create ownership and purpose for the team. Work collaboratively with colleagues to achieve the organisation's direction and goals.
4. **Delegating:** Know when to delegate based on a deep understanding of the team member's abilities. Make sure clear directions are given, and that you follow-up.
5. **Reacting:** How the leader reacts to the efforts of the team is important. Make sure the team's successes are shared, and praise is given if the work is commendable. If the work is not correct, provide constructive feedback. The leader needs to take responsibility for their actions. If a team member did make an error, perhaps the task wasn't properly explained.
6. **Setting clear directions:** Consensus is a good way the team can become involved and have ownership over setting agreed directions. There will be times, however, when decisions will need to be made quickly, and consultation with the team is important. Either way, clear goals or boundaries need to be set so that decisions can be made. It is important to take responsibility for decisions, deadlines, and mistakes, if and when they occur.
7. **Be a role model:** The leader must lead by example and show skills and ability to perform tasks, and when necessary be able to take personal responsibility for their own shortcomings and those of the work of the group, where applicable. A good leader will take ownership of responsibilities and will honour commitments.
8. **Accountability:** Good leaders are reliable and operate in compliance with organisational regulations and policies. They will support and act in accordance with final group decisions, even when such decisions may not entirely reflect their own position.
9. **Monitoring:** The leader must be on top of the situation, checking the timing of tasks and related outcomes. The leader must be able to analyse risk. If the work is not correct, a meeting may need to be called or a person assisted to perform tasks. Take time for one-on-one meetings.

Managing a well-functioning **team** will help the planning and decision making process.



Planning

Planning and making decisions is about research and knowledge, using your available resources (people and equipment) and taking some chances.

Making an action plan

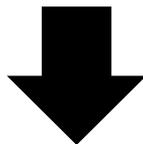
1. Consider the task and the resources available.
2. Consider all options, develop clear goals and make sure they align with the agreed strategies.
3. Write down the plan: identify priority activities and assignments and revise if necessary.
4. Allocate appropriate amounts of time and resources for completing the work. Time is important when planning so make a clear timeline, and note when people are available.
5. Allocate tasks for people to perform within the agreed timeline.
6. Determine risks and allow for contingencies.
7. Put the plan into action.
8. Monitor and evaluate and adjust the plans and actions, but ensure that the original task and strategy is still being followed.

Making decisions

- Gather relevant information before making a decision.
- Identify the key issues in a complex situation, and get to the heart of the problem quickly.
- Consider the positive and negative impact on others and on the organisation; determine opportunities and risk.
- Link work tasks with your overall strategy.
- Propose a course of action or make a recommendation based on all available information.
- Check your assumptions against facts.
- Determine that the actions proposed will satisfy the expressed and underlying needs for the decision.

A strong leadership role means making decisions, but it's important to stand by the team's interests or the organisation's decisions, even if sometimes they are unpopular. Commitment is a strong personal skill that can help in a team situation.

In planning it's always good to know your **network**: this helps identify risks and create partners.



Networking

A good networker establishes and maintains relationships with a broad range of people, and helps to gain support. Networking can help you understand your organisation and how/where it is situated in the wider environment.

Networking comes in two forms:

- Face-to-face: Meetings at a conference or a workshop, or even while sharing a taxi to the airport.
- Electronic: Through forums, blogs, social networking sites and email.

Networking can seem scary or daunting, but it is better to think of it as making friends or being at a good party. Networking can simply be about getting help or offering help.

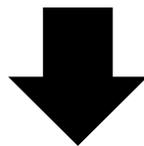
The shy person can also be a good networker. A shy person will tend to listen and people may be happy to discuss their project ideas to a receptive person. Often people just want someone to listen. Don't forget to engage where you can, but remember that listening is a strength too.

Don't be afraid of small talk.

Networking tips

Networks can be with members, clients, stakeholders, organisations or a serious partnership development. In any situation it is good to be prepared. Here are some tips:

- Identify the people and make sure you know about them; do your research.
- If you can't get to the top-players, aim for their networks.
- Always have your story and know your facts —make sure you have an 'elevator pitch' ready.
- Personalise your story, because you are forging personal relationships.
- Be solution focused and offer your assistance if asked.
- Gain trust and respect and find common ground by using open-ended questions and small talk.
- Get contact details: swap business cards, remember names and their stories.
- How you join meetings and groups is as important as how you leave groups.
- Be interested: offer the options for exchanging ideas on the topic.
- Follow-up: send a quick email or phone call after your meeting. You have to keep the relationship alive, otherwise you haven't really networked.
- Research the people you have met and their areas of interest, and keep informed: read articles, follow trends or social media discussions.



Vision

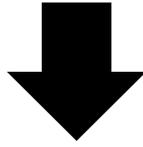
Leadership is different from management. Management is about steering the ship whereas leadership is about charting the course; leadership is about vision, ideas and thinking strategically — it's a higher order of thinking.

The leaders with vision understand that to perform well you need to use all of the parameters mentioned in this section.

Good leadership, vision and strategic thinking is:

- Knowing your strengths and weakness and knowing your state of mind: are you helping or hindering?
- Knowing your organisation's situation: where the organisation is positioned, how it is networking and its general strengths and weaknesses.
- Making the organisation's work plan link to its overall strategy.
- Thinking creatively when problem solving: think laterally using an indirect approach, use reasoning that is not immediately obvious and include ideas that may not be apparent.
- Generating and communicating broad and compelling organisational direction and inspiring others to pursue that same direction.
- Seeking and providing opportunities whilst also understanding the risks.
- Looking ahead one year or even ten years to read trends and set directions.

To have vision you need to analyse past efforts, what worked and what could have been done better. Evaluating will help improve the leadership and the vision.



Evaluating

The strategy, vision and work-plan need to be evaluated because leadership is not a linear pathway. New technologies, new campaigns, new additions to the team or any changes mean you need to re-focus and re-group with the team.

Evaluation should be done during and after the campaign. This evaluation can be conducted in a group workshop, with individuals, or if necessary, with an outside facilitator.

Here are some questions to address:

On a regular basis as the campaign progresses:	At the end of the campaign:
<p>Discuss as a group:</p> <ul style="list-style-type: none">• Is the campaign heading in the right direction?• Are the deadlines being met?• Are there any problems with communication? <p>Discuss with individuals:</p> <ul style="list-style-type: none">• Are tasks being carried out effectively?• Are sufficient resources being dedicated?• What problems are being encountered?	<ul style="list-style-type: none">• What worked well?• What could have been better?• What were the barriers?• What would be changed next time?• Was everyone involved that could have been?• How could resources have been employed better?• Did people enjoy themselves?

2. The Media in Australia

The media in Australia is one of the most democratic in the world and also one of the most diverse, especially when community media is included.

Not only is there a wide range of radio, television, newspapers and social media available, each media is divided into commercial, public and community sectors.

Because each sector operates differently, it is very important that you are aware of these differences, so that you approach them in the best possible manner and represent your community's issues in the best light.

Community radio and television

There are currently 356 community radio stations and 7 television stations operating across Australia.

These stations are independent of the governments, and are indeed managed by the community. In most cases, the members of the station elect a management committee (or Board). Members pay an annual fee, and elections are generally held every year for committee or board positions. The station generally employs staff to run the station, but volunteers conduct most of the programs.

Anyone in the community can apply to a community station to broadcast a program; this may be a music, current affairs, magazine or an ethnic language program. Access to broadcast a program, however, will depend on the availability of time, and whether there is a similar program already being broadcast.

Community stations are tolerant of a broad range of (conflicting) opinions and perspectives. They do not adopt a central editorial position. Balance and fairness is measured across the station as a whole rather than through one program. However, the media laws of discrimination, defamation, contempt of court, etc. do apply.

As a community member, you can always join a program and help out in any voluntary capacity. Training in broadcasting skills is generally provided by the station.

Community radio is multicultural and ethnically diverse, with over 100 languages broadcast on 130 community radio stations across Australia, playing an average of 2,000 hours a week of multilingual program's. If you want to connect to your community in your native language, this is the most effective avenue.

Information from a community group (news, events, etc) is usually broadcast by the station as a community announcement or within the relevant programs. However, if these are profit-making ventures, the station will most likely require a fee (sponsorship). Community stations are not permitted to broadcast paid advertisements, but sponsorship is allowable.

Community stations may have a metropolitan wide signal, potentially reaching very large audiences, or they may be limited in their geographical reach: a few suburbs or region in a rural setting.

Funds to operate the station are raised by a variety of means: subscription, membership, sponsorship, merchandise, grants, radiothons and events (concerts, etc).

The community rarely operates newspapers, but increasingly, social media is being used. This is often connected to an existing radio or television station, but some community groups are establishing their own blogs, websites and Facebook pages to better communicate with their communities. These are typically volunteer organisations.

Some community stations may broadcast on the AM band, but most are on the FM band. A number of metropolitan stations also broadcast on digital radio.

Commercial radio, television and newspapers

There are more than 260 commercial radio stations (owned by over 30 operators, with 80 per cent of the stations formed into 12 networks), 3 metropolitan television channels (Channel 10, 7 and 9) and 3 related regional television channels (WIN, Southern Cross, Prime). Most of the stations also broadcast on digital, and in television, the major networks have several channels. There is least one major newspaper in each capital city, and most suburbs and regions will have a local paper.

Commercial stations are privately owned. Their objective is commercial – to make money. They do this primarily through advertising. They have boards of management, and are operated by paid staff. The programs are conducted by paid employees, or contracted personalities. In television, they may be locally produced (news, current affairs, reality shows, documentaries), but most programs are purchased from overseas (primarily US, Great Britain).

Commercial radio stations mostly broadcast music, although in each city, there are one or two stations on the AM band that are “talks” stations. There are music stations with very limited news segments that are generally nationally networked.

Commercial media in rural and regional areas are the most accessible. They are generally keen to cover local community events and issues, more so than the large state or national media. But, you still need to follow the guidelines provided below (Section 3) to ensure that your message is well communicated through them.

Generally, commercial media will adopt a central editorial position on a range of issues, whether this is immigration, climate change, or government policies. Therefore, although it is expected that they are factually correct, it is wrong to expect that they will be balanced or fair in their dealings with an issue. Their primary purpose is to attract a large audience, and often by taking a controversial position on various community issues, this purpose is achieved.

You cannot directly access commercial programs as you can in community radio. Access is through community announcements, or, more importantly, through news and current affairs programs. In radio, other avenues include contributing to ‘talk-back’, and for newspapers, the letters to the editor columns. In both cases, however, it is a bit hit and miss, so your best course of action is to approach news and current affairs journalists and producers that may be interested in your stories.

Public broadcasting

There are two public broadcast services in Australia: the Australian Broadcasting Corporation (ABC) and the Special Broadcasting Service (SBS). Both are funded by the Government, and they provide radio and television services, not newspapers. They have both expanded into online media as well.

SBS

SBS was set up and continues to receive government funds on the basis of providing “multilingual and multicultural radio and television services that inform, educate and entertain all Australians and, in doing so, reflect Australia’s multicultural society”.

Whilst SBS receives most of its funds from the government triennially, it is permitted to broadcast advertisements “that run in total for not more than five minutes in any hour of broadcasting”.

SBS Radio broadcasts across the main population centres in more than 68 languages. You can connect to your community in their native language on SBS, but, you will still need to approach these programs in the same way that you would any other: having a good strong story to tell (see Section 3).

SBS also has a number of digital radio channels broadcast in English; one is world news Australia, which is concerned with international affairs.

SBS offers two television channels with a variety of programs, broadcasting productions and news services mainly produced internationally in foreign languages.

SBS operates under a Code of Practice (available from their website) and this confirms that their commitment is to multicultural diversity, and fairness and balance in their news and current affairs reporting.

ABC

The ABC is entirely funded by the Commonwealth Government, but remains independent of the government of the day. It is not permitted to broadcast advertisements. Its Charter is very broad: to provide services that inform, educate and entertain all Australians.

The ABC now provides four television channels (one is a 24 hour news and current affairs service) and operates 46 local radio stations, in addition to four national networks and the international service Radio Australia. In addition, DiG Radio, launched on digital platforms in 2002, currently offers three separate music stations.

A strict Code of Ethics and Editorial Policy governs the ABC's approach to news and current affairs. Basically, all programs need to be accurate, fair and balanced. There is an active complaints process in place for anyone wanting to complain about program bias or other matters. There is no central editorial position.

Professional ABC staff conduct all programs broadcast on ABC. Relevant radio news and current affairs programs should be receptive to community opinions, stories and perspectives, but it most likely depends on the news agendas of the day, especially in the larger city ABC stations. These agendas are often set by the leading national and state newspapers. More receptive are the local, regional stations that will always be on the lookout for interesting community stories.

Access to ABC television programs is more limited because they are generally national or state in orientation, and therefore local community issues are not considered relevant.

Most ABC news is produced through large newsrooms, so access is through a network of journalists, producers and editors. Every radio program will have a producer, and these people are the ones to approach rather than the program presenter. Most programs will have talk-back, and this is another avenue of access.

Independent online media

There are now a number of influential online media publications that should also be considered when considering media campaigns. These act in a similar way to the traditional media, but are published exclusively online. Although they may not have the audience reach of the other media outlets, they do have an influence, as other media will often pick up on stories that interest them.

- Crikey
- The Conversation
- Online Opinion
- New Matilda
- The Gazelle

Regional and suburban media

Regional media are not necessarily tamer than their metropolitan counterparts. Some of the best investigative reporting happens in regional and local community newspapers. Many of the best reporters 'cut their teeth' on suburban and regional media.

These media exist for their local communities – they make their money from being parochial. They provide local news, local events and localised angles on major news stories (for example how a shift in Government policy on education will affect the local high school.)

Regional and suburban media tend to have bi-weekly or tri-weekly deadlines. Finding news in regional and suburban areas can be difficult given the limited resources under which most media operate. This can mean that media releases are often run in their entirety.

Suburban reporters are familiar with their beat and have good contacts. They tend to delve more thoroughly into a story and mine every local angle. However, regional and suburban reporters are also required to turn out a high volume of stories; consequently they have less time to spend researching stories than their metropolitan counterparts.

The unique features of local media are:

- Journalists and editors live locally and have a profile in the community
- Electronic media rely heavily on regional newspapers
- They tend to be more conservative and wary of issues that may upset the locals
- They prefer local spokespeople on events rather than someone from head office
- Stories are run if they are more informative or educational, rather than controversial
- Finding news can be difficult, especially given limited resources, so story ideas and information is welcomed
- A supplied photograph of a local person, plus a caption, may well be used
- Some of the best investigative reporting happens in the regions
- Many reporters learn their trade in regional newsrooms.

(Regional and suburban media, © Multicultural Media Exchange).

3. The Media Machine

Whilst the media in Australia is very democratic, it is a fast paced machine and in its race to meet deadlines, it can easily chew you up and spit you out. So what is this media machine?

With the increasing complexity of a modern (global) society, technological innovation and commercialisation, the media is under pressure, and journalists are trying to keep up with the speed of deadlines while maintaining accuracy and fairness.

The most important thing to know is the speed at which this news machine works; deadlines are a daily occurrence for a journalist. A television journalist will need a get vision and a grab for that evening news; while a newspaper journalist might ring for a quick quote — both will be chasing a deadline for broadcast or production. A radio journalist might need to have a story ready in an hour. Knowing how the particular journalist is working will help you decide how you best relate to them.

The Newsroom

Most news and current affairs is generated through a complex and somewhat hierarchical newsroom. Depending on the media, this newsroom might be operating in one centre, and syndicated nationally through the network. The newsroom, depending on the type of media, is made up of editors, producers, sub-editors, researchers, journalists, reporters, camera operators, photographers and sound recorders.

In a large newsroom, there might be 100 or so reporters, whereas in a suburban newspaper, there may only be a handful that also act as editors or photographers. With the convergence of media operations, journalists may have to conduct television interviews as well as write articles.

Because a bulletin (generally 5 minutes for radio, 30 minutes for television) and space (generally 200 words) is limited, there is competition for a story to be run. So although a journalist or reporter may compile a story on a particular issue, it will not be their decision whether the story is run at all, or in the form they first submitted it. The editors and producers will decide on this generally just before the bulletin is to go to air, or when the newspaper is about to go to print.

Journalist / Reporter

You will generally never meet a producer or editor face to face, and so the journalist or reporter is your conduit to most news reporting.

A television or radio journalist will want something different to a newspaper journalist; both however will have their own expectations for what they want from the story. They will want news, something exciting and an angle that is new or different.

In the case of the television journalist, you will have to tell your story quickly, and also offer a good visual aspect. They like action that gives colour to their story — that is why demonstrations, meetings, fires and accidents dominate the television news. For radio, they may want a voice 'grab' — someone who sounds good on radio, and comes across well, and can express their ideas succinctly. They call this, 'the 15 second grab'.

So time is the essence both in providing the story background and what will actually be recorded. A newspaper journalist may spend more time 'backgrounding' and taking notes, but their photographer will be looking for a visual angle on the story.

A journalist or reporter has been trained to always question, question, question, and they will suspect or disbelieve that the story being told is the 'real' story. So even though they may appear sympathetic to your position or view, they may have already spoken to another person who takes a different, contradictory view. They will be looking for information 'behind the story', and this applies most importantly to people in the community who are 'leaders', such as politicians.

Your needs will most likely be different. You will want to explain the details of your story and expect all angles to be covered in order to explain the story properly. That won't happen, so you will need to compromise in order to get your story across.

What journalists want	What communities want
Quick information with minimum of effort	To convey the details and complexities of the story
A personal angle	People not exposed
Photos or visual images	Authentic pictures of people, places and events
To be on page one, or the lead story	To be reported accurately, sensitively and realistically
Something new and exclusive	In-depth information, the whole picture
Scandal, controversy	To report the 'good' news
New, interesting statistics and research	The whole story, not have the story sensationalised
Quotable quotes	To have all the 'should-know' material published
New angles	Not to have information simplified or used out of context
Conflict between people and groups	Cooperation between people and groups
Compromise on issues	A strong stand on an issue
Sourced and adapted from: <i>Working with the Media, NSW Premier's Department, 2002, © State of New South Wales</i>	

Understanding this difference in approach, you need to be wise and wary how you work with a journalist to produce the story. (See more in section 4).

Editor / Producer

The editor is the person in charge of the editorial of the media publication. Depending on the size of the newsroom, there may be an editor-in-chief, deputy editor, assistant editor, associate editor, day editor, night editor, business editor, etc. You will generally have no direct contact with these people.

The television and radio equivalent of an editor is a producer. There may be executive producers, associate producers, and so on. Whereas you will rarely contact an editor, a program producer is a first point of call if you want a story covered, or an interview on the program. Even talk-back calls to a specific program will generally be vetted first by a producer; they are the gatekeepers, and generally have to be convinced of the worthiness of your opinion.

News editor

The news editor monitors all the stories as they come in to the newsroom, and decides on what stories will appear in the next bulletin or edition.

Chief of staff

The chief of staff will have a role in large newsrooms, and their responsibility is to liaise with the reporters, assign stories, provide background information and support them with the logistics of the story (access, travel) and relevant documents, such as press releases, reports, etc.

Sub-editor

The sub-editor thoroughly checks the story before it is broadcast or published. They look for grammar and spelling errors, check the facts of the story, cut the story to length, write headlines and captions to photographs, decide on photos, illustrations, maps and graphs to support a story, and in a newspaper, decide on the general layout of the story on the page.

In television and radio, this person will be a production editor, who will physically edit (using digital software) the news item, select visuals, decide on the relationship between the reporter's voice-over, talent 'grabs' and visuals, and the length of the item.

What is newsworthy?

When considering a news story, editors, producers and journalists will be looking for it to satisfy a number of elements.

New – it is out of the ordinary. For example, it may involve a large sum of money, or have a big impact on a few, or a small impact on many.

Topical – The story usually relates to current events. It is happening now and is seen as newsworthy; for example a traffic jam or a fire.

Novelty – This relates to the remarkable or the bizarre. It is a 'man bites dog' story. As we know there is nothing remarkable about a dog biting a man, but if a man does the biting, it's a news story because it's a novelty.

Human interest – All good stories have a strong human-interest element, something that people can readily understand or empathise with. Issues are often best explained by speaking to someone who has experienced what you are talking about. It is the reason we are interested in ordinary people doing extraordinary things.

Celebrity – These are extraordinary people doing ordinary things, or even better, doing extraordinary things.

Proximity – 'All stories are local' was how young reporters were encouraged to view news. Stories that explain or expand on an event occurring overseas are interesting, as they provide a local connection. For example a family in Melbourne who are related to those involved in an international news story resonates here. The media will also seek out a local 'angle' to an international story.

Conflict – Every story that's told has an element of conflict, if not, journalists will look to find it. Good versus evil, right versus wrong helps ensure the story will gain prominence.

The media will always seek to inject conflict into a story; conflict makes a story easy for a reporter to sell to the news desk and will ensure that the story is given prominent treatment by a media outlet. It can be difficult to counter this mentality. For example, reports of violence within communities need to be put in context. It is important that the reporter understands why the fight occurred rather than focusing on the actions of an aggressive individual.

The wider social questions of disadvantage, such as unemployment, homelessness, harassment or alienation could be introduced into the report, but this will only happen when community leaders engage with journalists and help them to understand the issues.

It is important that communities develop champions who can speak out on behalf of those who cannot do so.

(What is Newsworthy?, © State of New South Wales).

Different approaches to news

As we discussed in Section 2 of this Manual, the Community, Commercial and Public sectors operate in different ways, and their approaches to news and current affairs also reflect these differences. Therefore be aware of these differences when making an approach to have a story reported.

Community

It is very unlikely that a community radio station will have roving reporters, or even a newsroom. Their broadcasters will generally be volunteers. They may therefore be difficult to find, or not have much time to meet. You can generally call the station for a contact number or email address (look also into the station website), and send them background material or a press release to start the ball rolling.

Listen to the programs that your story could be relevant for. What content items to they generally cover? Do they do interviews, or work from press releases? How much time do they dedicate to talks? Is it a language service program that speaks in your language? Do you want to reach their specific community, or the wider (English language) community?

You will find that once a program is interested in your story, they will not take a critical approach as would a professionally trained journalist, and so the questioning will be more empathetic. The story will most likely be given more time (on a magazine program, 10 to 20 minutes). Therefore there will be more time to explore the details of the story. However, take the advice in Section 4 in how to conduct yourself in the broadcasting situation (pre-recorded or live to air in studio).

Commercial

Commercial media is primarily looking for controversy and conflict in their stories. The time dedicated in news and magazine styled programs will be very short – between 30 seconds and 5 minutes at most for radio and television, and for newspapers, about one or two quotes.

You will always be put in the context of other people, who might have opposing views to your own. If you want a story for example on police profiling members of your community, your opinion will be placed in context of the Police Commissioner, or a government minister. The journalist or presenter of the program may not be sympathetic to your point of view, or if they are, will ask ‘hard’ questions anyway. They will want to cut to the chase, and leave out all the subtlety and complexity.

Public

SBS and ABC are bound by their policies to be fair and balanced. The journalist or program presenter will want to explore the details of the issue and generally treat your view fairly, but will always need in the interests of balance to generally find a contrary view. This approach will of course depend on the seriousness of the issue you are raising. If it is a profile piece about you and your organisation and some of the issues you have encountered, a contrary position may not be necessary. But if it is a subject that has political ramifications, there will be a contrary position.

Types of broadcast media stories

Word story

The word story is most often read by the newsreader with no additional voice piece by the ‘talent’. This is often used for police reports, sport, minor announcements and when talent can’t be contacted prior to the bulletin deadlines. This may be a short or long article in a newspaper.

News grab

The news grab is used by all forms of media to give credibility to the story. The talent tells the story in their own words. Several different grabs may be needed for different versions of the same story, or to cover different angles of the story.

Reporter as talent

When stories are complex or not all angles can be covered by the talent available, a journalist may become the talent by recording a voice piece (radio) or stand up to camera (TV).

Interview

An interview is the most common to all forms of media. Interviews can take up to ten minutes (longer for a feature piece). It is generally used to extend the information available in a news story, to explore the story in more detail. Often the news grab will be extracted from the interview.

Talk-back

Talk-back is used when an issue is of keen interest and has a direct impact on the public. The broadcaster will start the session with a brief interview to set the scene and then act as a moderator between callers and the talent. Letters to the editor fulfil a similar role in newspapers.

Debate/forum

Spokespeople representing different angles to a story are organised to be available to comment on an issue. The idea is that a balanced discussion will take place. This must be well managed by the broadcaster. Talk-back is often added for an extra dimension, and some TV programs are now using Twitter. In newspapers, feature articles will present the forum or a number of viewpoints in written form.

Building relationships

Throughout this resource, we have mentioned that building a relationship with a journalist can help to have your story placed. The importance of relationship-building in the media cannot be stressed enough. It will ensure your media releases are landing on the right desks and that your information is relevant to the journalist to whom it is sent. Ultimately, it will ensure that your key messages are conveyed to your target groups.

Don't forget that journalists themselves appreciate knowing good contacts that they can call on for information or quotes. Make a list of all media contacts who would cover community related issues. Contact each one to introduce yourself and your organisation or group.

Discuss with them your role and key messages and how your information can be useful to the journalist. If you are representing an organisation, discuss your organisation's function. Find out what the journalist is looking for and how you can be useful to them. Record all this information so it is at your fingertips but remember also to update it regularly (for example, once every quarter), as media personnel change roles regularly. Try to become included in journalists' contact books.

Many stories have been written or broadcast because a media professional is personally concerned with an issue in some way.

Journalists are people who bring their views, values, experiences and relationships with them to the job. If you have a good, constructive relationship with journalists this will greatly increase the chance of your issues being reported and being reported correctly. It doesn't necessarily mean taking journalists to lunch.

Do:

- Work quickly
- Get back to them when you say you will
- Respect their deadlines
- React, participate in debate
- Get to know individual journalists
- Make yourself available for comment or know who to refer them to

- Find out who else they are talking to
- Use quotable quotes
- Educate journalists about your point of view
- Give them accurate information
- Suggest stories, publicise your activities, identify new angles and media opportunities
- Make liaison with journalists a part of your overall public relations strategy
- Be as helpful as possible
- If relevant, know your organisation
- Know your subject
- Be clear about who should talk to the media in your organisation or community group
- Make sure you know and meet their technical requirements.

Don't:

- Be afraid to steer them in another direction
- Be afraid to take time to think about a response
- Repeat 'facts' second-hand (check the accuracy of your sources)
- Try to slant the facts or tell only half the story
- Give false information or lie
- Expect photos to be returned
- Take a friendly journalist for granted
- Think your refusal to respond will kill a negative story
- Use technical language
- Provide lengthy research reports without summaries of key points
- Criticise small mistakes
- Say anything you don't want reported.

Finally, follow up any coverage with the journalist. Thank them for positive coverage and discuss with them any problems or negative issues so that they can be better informed next time. It will also help that journalists remember you, your organisation and your organisation's key messages.

(Building Relationships, © State of New South Wales).

Be proactive, not reactive

Many organisations wait for journalists to come to them with questions before they do anything with the media. This is called being reactive. It is difficult to present the good news when a journalist is on the phone asking you about money raised for a new youth drug education program, when that program is behind on its starting date.

Being proactive means anticipating the media, initiating media coverage and actively working with journalists to have information presented the way you want. If you are proactive, you can even turn disasters into minor inconveniences.

Better still, you can create many opportunities for positive, constructive media coverage.

Remember, journalists are constantly looking for new ideas.

Start by having a public relations strategy and a media policy in place. Designate one or more media spokespeople who are informed about community organisation issues and give them comprehensive media training so they are prepared. Provide your spokespeople with a list of general points to cover when they are speaking to the media.

She or he who hesitates is lost or, worse still, out of step with the media community. With so many groups and issues vying for attention, you cannot afford to simply react when called upon.

Create opportunities for media coverage by issuing statements on stories already in the news.

(Be Proactive, Not Reactive, © State of New South Wales).

Some media terms

There are many jargon terms used in the media that will be bandied about, and you need to be familiar with them so that you are 'media savvy'.

- **Deadlines:** Newspapers, Radio and TV have different deadlines. Find out what they are.
- **Talent:** A credible, interesting spokesperson for radio, press or television interviews.
- **Angle/Hook:** The most important part of a news story, or what is chosen as the most important part by the journalist. It is the concept or event that drives the story.
- **Grab:** A generally short statement or comment (quote) that is inserted in the story and attributed.
- **Visuals/audio:** Newspapers may want a photo, TV are likely to want vision (apart from the talent). Radio may want sound effects or a quiet background.
- **Live or Taped?** TV is most likely to be taped but in an emergency situation may wish to do a live interview. Radio may do either or both. The advantage of going live is that you can't be misquoted or edited.
- **Prearranged interviews/On the spot.** With prearranged interviews you will have more control and time to prepare. On the spot interviews may occur at events/meetings and you will need to be on your toes. Don't be afraid to delay the crew or the journalists for a few minutes while you gather your thoughts.
- **Off the record/on the record:** In reality there is no such thing as off the record. Most journalists will respect the off the record comment but there are no guarantees. Don't ever say anything that you wouldn't be happy to be published/broadcast.
- **Fishing:** Journalists will sometimes call for information/background to see if a story is worth running. This will often turn into a story but not always. It depends on what you tell him or her. Always ask if you are being recorded even when you are having a discussion and remember never to give out information you wouldn't be happy to have published.
- **Embargo:** A request not to publish information before a given time. For example, if an important person is delivering a speech you want the media to report, you may send them a copy of the speech embargoed until the time of delivery. Embargoes are no longer used very much: one problem with them is the combination of globalisation and on-line media. If you embargo some ground-breaking cancer research until World Tobacco Day and it is reported on-line in Australia on that day, it will actually be read in the rest of the world the day before. A better alternative is to notify the media of the upcoming release of the information, rather than the information itself. Journalists can then plan ahead to cover that story on the release date.
- **Lead Time:** A term used mainly in reference to magazines, it means the preparation time before a publication's deadline. It is important to be aware of lead times. If you wanted to obtain coverage in the December issue of Dolly, you would probably have to contact the magazine two or three months prior.
- **Follow-up:** Follows an earlier story, looking for a new angle or more background.
- **Hard news / Soft news:** New or important facts rather than comment, colour or description. The lead story of a paper or broadcast will almost certainly be hard news. Soft news covers stories of a human interest kind, with interviews more generally pitched, and the subject of a broad nature.
- **Picture story:** A dominant or display photograph with an accompanying short article or caption.
- **Colour story:** A story that uses lots of 'colour' or description. It is often written in the first person and describes the writer's feelings or experience of a particular event.

(Some Media Terms, © State of New South Wales).

4. A Media Campaign

Given that the media is the primary source of information for our society it is important that the media is well informed. A campaign can be an opportunity to inform the media about your organisation as well as trying to gain media coverage.

The objective of a media campaign is to reach as many people as possible who you believe would benefit from the information that you are providing. This means of course being selective about the media you intend to approach, and fully understanding the audiences that they have. For instance, if you wish to reach people belonging to a specific ethnic group, it may be a better approach to develop a campaign through the ethnic media. On the other hand, if the campaign is more general, then so too will be the choice of media (audience).

A media campaign is a campaign, in that it will generally be run over a period of time, and across a number of media outlets. It is a mistake to think that one contact with the media will elicit sufficient response from the media to meet the objectives of your campaign. There is therefore a lot of planning and understanding of what makes a good story so that the media will be attracted: knowing how to write a media release, what to do when a journalist contacts you, and how to plan for and conduct an interview, will all help your cause.

Planning a media campaign

Before setting out on the journey of a media campaign, it is necessary to develop a media campaign plan. This should involve the key people in your organisation meeting to discuss, and then document the outcomes of this discussion. Take your time in developing this plan, as it will help to ensure that the campaign is successful and unfolds in the way you intended. As a guide, your plan should cover the following:

- **Issue/event/campaign:** This could be one specific event or a series of events under the one campaign.
- **Background:** A description of the issue and its context. The more information you provide here, the easier it will be to understand where you have come from and where you are going.
- **Summary of plan:** A short statement summarising the plan.
- **Aim:** State what change in attitude/behaviour you are trying to achieve. What is your goal? Also relate how this event/campaign fits into the strategic plan of your organisation or group.
- **Objectives:** How many and what type of media items you expect.
- **Angles:** What is newsworthy? How will you capture the media's attention?
- **Key messages:** The one, two or three most important points you wish to convey to your target groups through the media.
- **Target groups:** Who you want your message to reach. You may have a number of target groups but be as specific as possible as to who these groups are.
- **Tactics:** Include this section if you are planning a whole campaign, rather than a single event. This is a list of all the activities you will run as part of the campaign.

- **Media tactics:** Which media you will aim for and what methods you will use. Keep in mind your target groups because you want to select the media that is most likely to reach your target group, for example, Triple J will reach young people or your local community radio station might have target group specific programs, e.g. for parents.
- **Spokespeople:** A list of spokespeople and areas of expertise. Try to use as few spokespeople as possible to avoid confusion of your key messages. You might want to make links with other experts or spokespeople in your community.
- **Time-line:** A projection of the tasks to be undertaken to complete the event or campaign and when they need to be completed by.
- **Debrief (Evaluation and/or review):** A statement of how you will review the initiative following its implementation, e.g. discuss what worked, did not work or could be improved.

Consider all proposals to initiate media coverage in light of the following criteria:

- Will the media be interested?
- Does it fit into the organisation's or group's strategic plan?
- Does it contribute to the positioning of the agency or issue?
- Are there potential negative consequences?
- Is it possible given existing commitments and time constraints?

As the publicity unfolds, you may need to stop and revise the plan. For example, the story may change or be covered in an unexpected way. What you expected to be one or two low-key radio interviews may blow out into a state-wide media story.

You will also need to review or evaluate your contact with the media after the event has passed. You can look at the media coverage you received and include copies of published articles. This is useful to refer to for examples of media releases, campaigns or launches, which were successful in gaining publicity.

This will complete your publicity plan and your plan will become an activity report to look back at and use as a benchmark for future plans.

(Planning a media campaign, © State of New South Wales).

Some publicity tips

- Make your launch real and human by having a speaker who has been personally affected by your topic. The speaker will talk about their own experiences in relation to the topic. (Be careful, however, of sensationalism and personal privacy.)
- Hold an exhibition or open day to highlight the new program you wish to publicise, but also show the full range of services provided.
- Have a prominent Member of Parliament or community leader open or speak at your event.
- A competition where young people come up with a slogan, logo or design for your topic.
- A 'Sale of the Century' type quiz show with celebrities, using questions about the topic being publicised.

(Some publicity tips, © State of New South Wales).

The basics of a good story

Who, What, Why, When, Where and **How** are the basic questions that apply to any story, whether it's for print, radio or television.

Depending on the story here are some likely questions a journalist may ask. You need to think about these questions before putting out a media release or when preparing for a media interview.

- **Who** did it? Who is responsible? Whose idea was it? Who is involved? Whose fault was it? Who is going to fix it? Who is affected?
- **What** happened? What are you going to do? What did they do? What did you tell them? What did they tell you? What was the promise? What affect will this have on the community?
- **Why** did this happen? Why are you holding this event? What are these people involved? Why did you do what you've done? Why was an alternative course not taken? Why didn't this happen sooner/later? Why wasn't the community consulted?
- **When** will change be implemented? When did you first learn the information? When are you going to take some action? When do you want people to contact you? When do you expect the project to start/finish?
- **Where** did the story or event happen? Where will the event be held (place, venue, location)? Where do the participants come from (towns, regions, countries)?
- **How** has this situation come about? How are you going to fix it? How is this change going to improve the situation? How much longer will this be delayed?

(Adapted from Maureen O'Keeffe, 'Accessing the Media in Victoria'.)

Writing a media release

A Media Release is the main means by which the media will find out about your story. A journalist or producer will generally not be interested in a story unless they have a background to it, to see if it is worth their while pursuing. They will not take direct phone calls, as they are generally too busy. This Media Release can be sent by fax or email. A Media Release is also a good idea because it forces you to reduce what you know about an issue or event to its basic key elements.

Make sure that you send the Media Release to the right person. If it is to the news, ensure that it goes to the newsroom; if it's a human interest story, to features; and if it's to a radio magazine program, address it to a specific program.

In writing a Media Release, follow these guidelines:

- Use a succinct headline at the top of the release and make sure it grabs attention.
- Have an angle for the release. To do this make sure your strongest statements or important facts go into the lead or introductory paragraph. Its basic function is to capture the reader's attention. The 'intro' must have impact, and be short and sharp without sacrificing clarity or vital information.
- Make sure you have answered the basic questions: who, what, when, where, why and how.
- Use a 'pyramid' approach to writing your release, that is, put the main points high up in the release, with the remaining information following in order of importance.
- Keep it short and to one page (when writing for the media shorter is better) and make it newsworthy.
- The date and time for the story's release (e.g. for immediate release) should be included.

- Avoid fancy words and jargon filled phrases and don't use superlatives such as pleased, exceptional, unique, excited.
- Write simple, short sentences of 30 words or less (shorten long sentences by using active verbs and eliminating needless words).
- Include a quote from the spokesperson for your organisation, identifying the person by name and title and putting their comments in quotation marks.
- Use bullet points in the release to help the journalist find the important information.
- Include name and contact details at the bottom of the release.
- Do a spell check before sending.
- Know the deadlines of the publications/ news organisations you are targeting.

Notifying the media about a forthcoming Event

Here are some suggestions if you are planning an event (conference, fundraising, protest rally, workshop, etc) and you want the media to cover it.

- Give plenty of notice.
- Make sure the date and time selected doesn't conflict with another big event such as the grand final week, election week or the Melbourne cup.
- Media conferences should be held between 10am and 2.30pm, which allows plenty of time for articles to be written, stories to be edited and production to occur.
- Send out a 'Media Advice Notice' or 'Media Alert'. This is a method of informing the media about your event. It is sent out well in advance of the event to make sure that it is entered into the News Diary. Each media outlet has a News Diary managed by the News Editor that tells them in advance what events are happening on a particular day.
- Make it brief and clear, giving the exact date, time and place.
- Include some background information to attract interest.
- Include phone numbers and contact details (business hours and after hours) for further information.
- Indicate any photographic or visual opportunities.
- Where relevant, indicate the people who will be available for interview.
- Make follow-up calls the day before the conference, urging journalists to attend.
- After the event follow up with journalists who did not attend to see if they want a comment or interview.
- Take good quality digital photos yourself so that you can provide them to the media if requested.

(Adapted from Maureen O'Keefe, 'Accessing the Media in Victoria'.)

When a journalist calls

Often a journalist will ring in a rush and want to do an interview immediately. Unless you were expecting them to call, for example if you had issued a Media Release, you should ask a few questions prior to any interview commitment or comment.

Remember not to give out any information or be rushed into answering any questions or making comments until you are ready. Questions to ask:

- **Who do they represent?** Journalists should identify themselves, who they work for and what program the interview is for.

- **What do they want to talk about?** Here you should gain information about the angle, or line of questioning the journalist intends to take.
- **Who do they want to talk to?** Generally the higher profile the better. A journalist will generally ask for the managing director or CEO or someone specific, but you may want to suggest someone else in the organisation that has the expertise to answer questions in the area of interest.
- **How widely will the interview be broadcast /published?** This will give you an idea of who their audience is and help you prepare with that audience in mind. Remember though that most electronic media is now networked and your short local interview could also be heard nationally. Similarly a newspaper article may just be in the local paper or if it's a big story, syndicated nationally.
- **What information do they have?** Is it a media release, a report, a rumour, a newspaper cutting? In understanding this, it will make it easier for you to prepare and respond.
- **When do they want to do an interview?** Check on their deadlines, generally it will be fairly immediate or within a couple of hours. Telling them you will ring back next week is not usually an option. If it's an urgent story it will run anyway with a comment "company XYZ was not available for comment".
- **Is the interview to be live or pre recorded?** This is important so you will know if it's likely to be edited or not.
- **Is it for news or an extended interview?** This will help you form your answers in a 20 second 'grab' or a more conversational style. Newspapers may want just a few lines or run a feature in the weekend magazine.
- **When is it to be broadcast/published?** You can hear/read/see your own performance or get colleagues to listen and check the context/accuracy of the interview

Planning for an interview

Whenever you are to be interviewed by a journalist, you should plan what you are about to say very carefully. It is most unwise to go on record without planning your response to possible questions.

Successful people are careful planners. Good students study for examinations, top sports people train hard and long, we all plan and rehearse for job interviews, and the best teachers are always well prepared. It makes sense then to chart your preferred course in the interview.

When the first contact has been made and you have been asked to give an interview, find out what the journalist wants to know (see above).

Should the journalist want to interview you immediately over the telephone and you have not prepared yourself fully, find out the context and length of the interview and then ask them to call back in five or ten minutes - or take the number and offer to call back yourself.

Most importantly, make sure you are very familiar with the issue. This could mean refreshing your memory about a report, budget, article, news item, media release, or whatever stimulated the media contact. If you have time, speak to someone else in the organisation about the matter to refine your approach.

An interview for a radio news bulletin should be over in three or four minutes, but an interview for a current affairs piece could take more than 20 minutes.

If your normal speech is cluttered with nervous 'ums' and 'ahs', borrow a tape recorder and practice speaking into it about your plans for the weekend or a current project at work or in the home. Practice mock interviews as many times as you feel comfortable with.

(Adapted from Maureen O'Keefe, 'Accessing the Media in Victoria'.)

Preparing for an interview

- Summarise what you want to say in three or four points.
- Write down examples or anecdotes to illustrate your ideas - these can be noted on a small card for easy access.
- If you can, check your facts or the approach you will be taking with a colleague.
- If you are invited to a radio or television studio, arrive at least 15 minutes early to settle your nerves.
- Do not drink alcohol before the interview - even one glass of wine can affect your speech, memory and constraint.

(Some Media Terms, © State of New South Wales).

The print interview

You may be interviewed over the phone or in person. The interview may be short and to the point or longer and in-depth. In either case you should:

- Speak clearly and not too quickly.
- Reiterate your main points.
- Explain things simply. Don't assume the journalist knows as much as you do about the topic.
- Invite them to ring back to check facts.
- Offer them more information and send it quickly.
- Get back to them quickly.
- Try not to make 'off the record' remarks but if you do want to make a comment and don't want to be named, make this very clear.
- Specify the spelling of your name, title and organisation or group, and any specialist terms you use.

(Some Media Terms, © State of New South Wales).

The radio interview

If you are being interviewed by radio for a news report either over the phone or on location the journalist will speak first, then tape your reply. It will normally last only one or two minutes.

The average radio interview lasts between 40 and 60 seconds; about five sentences.

A more in-depth program may take a little longer and if you are interviewed in a studio it may take five to ten minutes. The reporter may use a scatter-gun approach, taping as much as possible then deciding later on what the angle or main point will be.

For best results:

- Be prepared to give radio a 'grab' – a catchy, succinct phrase which encapsulates your message.
- If you are being interviewed on location, make sure there is a quiet space available and prevent interruptions.
- Don't be intimidated by the microphone and recording equipment.
- For a chat show, send clear, background information before the interview, stating what the interview will be based on.
- In studio interviews, expect that the interviewer may not look at you or verbally acknowledge your comments.
- Avoid 'ums' and 'ahs', don't leave long pauses.

- Don't make unnecessary noise like shuffling papers or clanking jewellery.
- Be friendly: you are talking to one person.
- Try to involve listeners by telling them how the issues relate to them. Use words to enable listeners to create a mental picture.
- Try to end the interview with a short statement summing up the main points.
- If it is not live-to-air, be aware that if you really feel uncomfortable with what you have said, you can ask to repeat your answer.
- Before the interview begins, take a few deep breaths and smile - it will make you feel more positive.

(Some Media Terms, © State of New South Wales).

The television interview

This is perhaps the most daunting interview of all. As well as the usual preparation for interviews, you should keep in mind these facts about television:

- For a news item, the journalist may simply seek information over the phone and may visit to film a short news grab.
- For a current affairs story, you may be contacted by a researcher for background information, and you may be filmed in a studio or on location. This will usually be a fairly hard hitting, factual interview.
- Magazine style television programs will have a more relaxed, easy-going tone.
- Specialised programs such as Quantum will film on location and researchers need to be well briefed.

For best results during the interview:

- Be aware that there will be at least three people as well as lights, intrusive cameras and microphones.
- The sound engineer will probably check your voice. Use your normal conversational tone.
- Relax, look at the reporter not at the camera.
- Be succinct, try to encapsulate your message in two or three points.
- If you make a mistake and your interview is being pre-recorded, stop and ask them to start again. If the interview is live, recover quickly and move on to another point.
- If the journalist has chatted to you before the cameras start rolling, don't be afraid to say it all again.
- Make sure your hair, makeup and clothes are neat and professional and don't detract from what you are saying. Avoid wearing black, white or bright clothes and complicated stripes and patterns. You don't want to be upstaged by your hat, unless you are Dame Edna Everage.
- Sit still, try not to move your chair, wave your arms around or fiddle.
- Don't move your eyes around too much.
- Don't become angry or impatient, or thump the table. People will think you are rude and losing the argument. Think about those people in a topical debate on television who get angry or those who lash out at the cameras outside the law courts. It doesn't convey the right message to the audience, who tend to think they are wrong or guilty.
- If you think the interviewer is harassing you it is more effective to say politely, "I don't think that's a fair question."
- Don't forget the camera could be on you when you think it isn't.
- Don't expect the reporter to say yes or mumble in agreement all the time. They don't want to have to edit their responses out afterwards.
- Be prepared to do the interview again if the equipment fails.

(Some Media Terms, © State of New South Wales).

5. Responding to The Media

The media will often set the **agenda** for news stories. This means that they have heard a rumour, read a report, spoken to someone (secretly) in government, investigated an issue or come up with a news angle or subject of their own to explore.

In this context, they will be seeking relevant people to respond to their story. This is a very good opportunity for you to express your opinions and get your organisation's messages across to the general public. On the other hand, this is also a time to be wary, as a comment that is wrongly framed may lead to personal embarrassment, or reflect poorly on your organisation.

For example, a journalist calls you because they have heard that people belonging to your ethnic community have been involved in a scheme to rort Centrelink by faking disability certificates.

So, how best do you deal with these issues?

A negative media

People often complain that the media is always negative; that it's only interest is in things that go wrong, in catastrophes, violence, scandal, corruption, accidents, tragedies and so on. It's bad, bad, bad!

The media does this purposely. It has a belief that it is these stories that attract interest, and for them this is an audience, and for commercial media, this means advertisers. Bad news sells!

They are not altogether off the mark.

Individuals can be attracted to and draw comfort from things that:

- Intrigue, amuse, disgust and titillate
- Illuminate, educate, edify and broaden person perspectives
- Uplift, inspire, confirm (and sometimes confound) personal expectations
- Appeal to, align with and reinforce personal biases and prejudices.

Types of negative publicity

In order to respond correctly to negatively publicity, we need to understand the types of negativity that are used in the media.

In the Chart below, we have shown four dimensions of negativity, and the range within each of seriousness and relevance to you or your organisation.

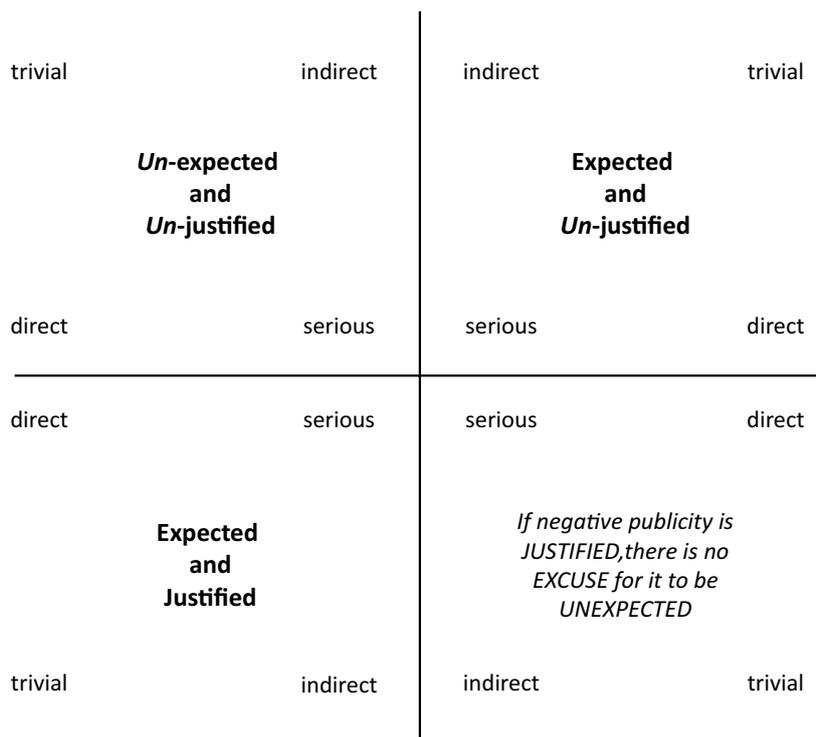


Figure 1: Negative publicity assessment chart

- **Trivial** > a matter of real or potential minor concern, embarrassment, inconvenience but no great widespread / long term detrimental implications for the individual, organisation or community.
- **Serious** > a matter with real or potential widespread / long term detrimental implications for the individual, organisation or community.
- **Direct** > a matter specifically attributable to the particular individual / organisation.
- **Indirect** > a matter attributable to another individual / organisation in a related community.

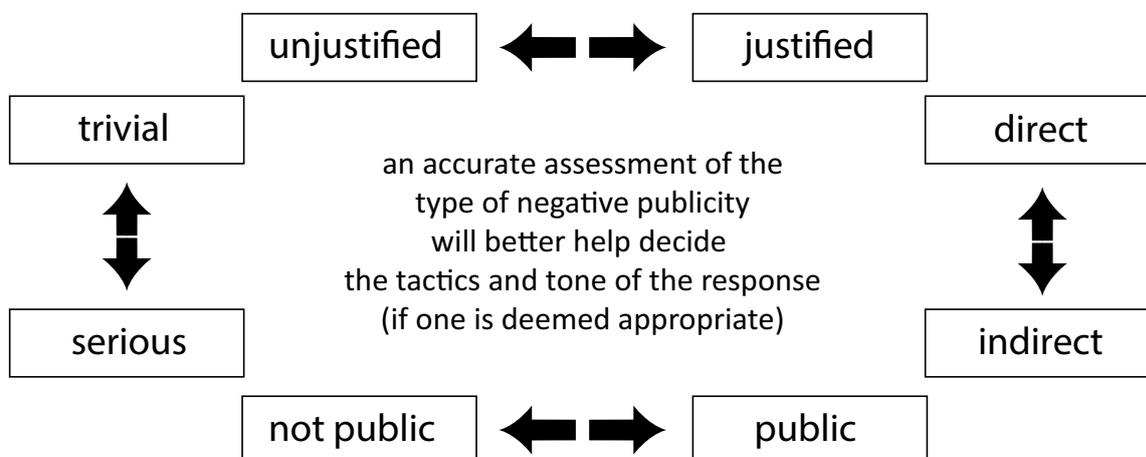
Making an assessment

The chart (Figure 1) above is a very useful tool for making an assessment of how important or otherwise a matter raised by the media is to you, your organisation and your community.

You need to make this assessment calmly, and with full information at hand. You may need to speak to other people in your organisation or community so that you are fully aware of all the facts that may have contributed to the matter. Do not react quickly or emotionally. Many people fire off an angry email in response, only to regret what they have said afterwards, and your reaction may in fact contribute even further to the story escalating.

Another way of seeing this decision making process is provided in the chart below (Figure 2). Another factor brought into the consideration is whether the matter is already public or not public. In some ways, when it is not already public, you will have more time to consider your responses.

Figure 2: Negative assessment decision chart



Responses to negative publicity

There are a number of general responses that you can take to negative publicity depending on the type of negativity as described in Figures 1 and 2. Let's explore these in detail.

Disregard *Easier, generally advisable when the matter is trivial and indirect.*
 ➤ choose to (pretend to) ignore the publicity
 ➤ insist that it is a non-issue – refuse to give it any further oxygen

Deny *Ill-advised when negative publicity is serious, direct and justified*
 ➤ refute the allegations outright (hope nothing can be proven)
 ➤ disclaim knowledge or responsibility of the issue

Downplay *Easier, generally advisable when matter is trivial and indirect*
Useful when the matter is serious, direct and justified
 ➤ confirm awareness of the issue
 ➤ treat it lightly
 ➤ note that the matter is being given due attention in-house

Defer / delay *Common when matter is serious, direct and justified*
 ➤ postpone further negative publicity
 ➤ gain time to confirm details of the allegation
 ➤ confer whether a formal response is desired / advisable

Deflect / divert *An option when the matter is trivial*
 ➤ turn a negative non-issue into a positive issue
 ➤ Useful when the matter is serious
 ➤ shift attention from bad news story onto good news story

Dispute *Advised if matter is serious and unjustified*
 ➤ refute the matter outright
 ➤ demand evidence
 ➤ condemn the irresponsibility of the accusation
 ➤ threaten / pursue appropriate intervention / redress

Let's now deal with each of the quadrants in our negative response assessment chart (Figure 1). How to deal with a journalist and what actions would be sensible to take.

1. Unexpected and unjustified

- Be responsive: thank the journalist for the opportunity to:
 - seek details of the allegation
 - clarify misunderstanding
 - refute allegation
 - defend reputation
 - state correct position (if any)
 - pursue pre-emptive redress (if necessary)
- Be swift:
 - clarify extent of offending / inaccurate material
 - clarify origin of material
 - contact any (potentially) offended parties
 - draft clearly-worded statement clarifying misunderstandings / refuting allegations
 - state correct position (if any)
 - insist on correction / retraction / apology
- Be strategic:
 - circulate to ALL media outlets
 - contact media seeking right to reply
 - contact rival media to offer comment
 - pursue appropriate redress (if deemed necessary)

2. Expected and unjustified

- Be responsive: thank the journalist for the opportunity to:
 - seek details of the allegation
 - clarify misunderstanding
 - refute allegation
 - present pre-prepared statement on issue (if any)
 - pursue pre-emptive redress (if necessary)
- Be swift:
 - confirm extent of offending / inaccurate material
 - confirm origin of material
 - reassure any (potentially) offended parties
 - present pre-prepared statement on issue (if any)
 - insist on correction / retraction / apology
- Be strategic:
 - circulate to ALL media outlets
 - contact media involved seeking right to reply
 - contact rival media to offer comment
 - pursue appropriate redress (if deemed necessary)

3. Expected and justified

- Be responsive: thank the journalist for the opportunity to:
confirm accuracy of the allegation
present pre-prepared statement on issue (if any)
Notify any (potentially) offended parties
- Be swift:
confirm accuracy of material
reassure any (potentially) offended parties
present pre-prepared statement on issue (if any)
REMEMBER - allowed to make 'no comment'
- Be strategic:
circulate to ALL media outlets
contact media involved seeking right of reply
contact rival media to offer comment

Preparing for negative publicity

It's very important that you prepare effectively for any negative publicity about you or your organisation. Not doing so will appear to the journalist and the public that you are hesitant or confused and therefore, they may suspect that you could be hiding something from them, or appear guilty.

- Be pre-emptive
preparation is the best defence
when developing an idea or initiative, assess possible media response scenarios, including worst case, no matter how unlikely or unfair
be mindful of how the most hostile critic may construe and represent (or misconstrue and misrepresent) an issue or initiative
never presume the media will only see the positive side of the story – reporters are not cheerleaders
- REMEMBER - the media often asks questions about unrelated issues

Hope for the best, prepare for the worst

- Be pro-active
have a selection of carefully-worded comments prepared (if only for internal use) should the need arise
have a spokesperson ready, willing and able to engage with the media.

(5. Responding to the Media, adapted from the Ethnic Communities Council of Victoria: "Handling Negative Media".)

6. Networking and Lobbying

One of the most important roles of a leader is to foster a network of people around the organisation, and this may include people of influence such as state and federal politicians, councillors, media leaders, business leaders and other community leaders.

To some degree, networking can extend to lobbying, which is when you are trying to influence powerful people to take actions that are supportive of your position, policy or strategy. But you need to take care to differentiate lobbying from networking because lobbying can have some very negative consequences if not handled correctly and ethically.

Networking

Why is networking important? To a large degree, it is the lifeblood of the organisation. Networking will extend to friends, colleagues, partners, collaborators, helpers, supporters, advisors and contributors. Indeed, the size of the network represents the external influence of an organisation. Both in times of strength and crisis, it is this network that you will draw on. A network is something that is built over time, requiring a great deal of energy, work and commitment to maintain.

A network is not the same as your customer or client group, but will greatly improve your ability to grow, manage and serve your client group. Networking is even more important in today's globalised world. If you look at any business or social undertaking, it only operates with the support (network) of hundreds of other organisations (people) locally, nationally and internationally. Networking also proves that it's not worth re-inventing the wheel – seeking out people who have already done it, been there, understood it will make your life easier.

Some leaders have a natural flair for networking. They have seemingly charismatic personalities, and no matter where they go, they attract people to them. But this is really a chicken and egg thing. The larger their network, the more influence a person will have, and they will then pull more people into that circle of influence. And so it goes.

A good networker is not always seeking something in response for making the relationship. Often it is quite the opposite; they are actually providing or giving something in the relationship, with no strings attached – it could be as simple as recognition of another person's work or contribution. And just because you do something for someone, don't expect that there should or will be an equal value response. It's better to be surprised than disappointed.

Networking skills

Networking skills are manifold, and are practiced by good networkers. These include:

- Displaying a friendly, open manner
- An excellent listener
- Generous with support and respect (when its deserved)
- An excellent public speaker
- An excellent communicator (and uses a range of skills to communicate)
- Demonstrates high levels of energy
- Good at communicating one-to-one and in groups
- Remembers names
- Is trustworthy (confidential) - doesn't gossip about others
- Always has a positive attitude

Types of networking

We can highlight four types of networking, and it may well be that these blur at the edges over time. For instance, a colleague may often become a good friend.

- **Personal**

It's recognised that most people have over 300 people in their personal network. These we consider as our family, relatives and friends. Some we have regular contact with, and some more infrequently, but nevertheless, they all form part of our personal network. When we meet them, our relationship is renewed from where it last left off.

- **Professional**

This network belongs to the same professional activity as us. It may be an association, a club, a group, but we are brought together because of a shared interest. They are important to us because we can openly share experiences and seek their advice and friendship.

- **Operational**

This network is associated with the organisation in which we work. They will be work colleagues, business partners, support services (lawyers, accountants), researchers and collaborators. Without this network, the organisation would cease to function effectively.

- **Strategic**

This is the most difficult network to build and maintain, but it is almost the most important. It includes people with influence: politicians, councillors, media representatives and other leaders. They effectively hold the key to the space where you want to take the organisation in the future. With their connection and support, they will be able to provide the avenues and pathways to the place where you want the organisation to be. They will be the ones who will willingly attend a launch of a new product, provide a testimonial, know and introduce you to someone else who can help, mentor or advocate on your behalf.

Opportunities for networking

Getting to know new people and continuously extending your network is the name of the game. There are a number of ways to do this, but three are paramount.

- **Functions**

It is a good idea for your organisation to host various events, and to invite people that you want to meet. These could be lunches, dinners, awards nights, concerts, seminars, conferences, workshops, etc. It's important that you make the most of these events, meeting and conversing with the guests, and even taking the opportunity to make a short speech welcoming people. Networking is also about visibility.

- **Conferences, seminars and workshops**

Attending external conferences, seminars and workshops is an excellent opportunity to meet people to extend your professional network.

- **Public events**

There are many opportunities at public events such as book and CD launches, media conferences, openings (art), organisation celebrations, or parties where you may meet people who will extend your strategic network.

Using media and communications for networking

Keeping in contact with your network acquaintances is time consuming. Don't let this overwhelm your work.

- Telephone is a direct communication tool, but the necessity for immediate response can be imposing on another person's time. A less intrusive method is to use the SMS messaging system – this is direct, but gives the receiver the opportunity to respond when it's convenient for them.
- Email is a primary communication tool in the age of the Internet, and is an easy, non-intrusive way to communicate with others.
- LinkedIn is an online facility set up specifically to extend professional networking. Through your established networks, you can 'meet' other people who share your interests. If you use these kinds of facilities, it's important to keep your profile details up-to-date and use it actively. On the other hand, be discerning about who you want as part of your network – don't accumulate 'friends' just for the sake of it.
- Social networks (blogs, Facebook, Twitter) are being used increasingly to provide linkage between people 'virtually', without them having to meet. You can follow what a colleague is doing without having to intrude, and you can provide people with an ongoing commentary on your personal, professional and organisational experiences. It's a good idea though to keep them separate; otherwise it may appear self-indulgent.

Maintaining networks

The two most important tools in maintaining networks are:

- Diary (Calendar). This ensures that the meetings planned are indeed attended. Diaries are becoming increasingly digital, across all devices including the mobile smart phone. Therefore it's necessary to have a way of syncing your digital devices to make sure that all of them are telling you the same information.
- Contacts list (up-to-date). Every time we meet a new person, we generally swap business cards. Then, what do we do with them? Leave them in a pile on a shelf to shuffle through until we find the right person. It's a better idea to enter the card information into your digital contacts book as soon as you can, because it has a search capability (easy to find) and links to all the other digital communications tools (phone and email).

Lobbying

Lobbying is a thin edged sword, and when conducted, you need to act with care.

Lobbying "means the deliberate attempt to influence political decisions through various forms of advocacy directed at policymakers on behalf of another person, organization or group."

Lobbying therefore comes close to our definition of Strategic Networking. It will generally be with people who have power and influence, and who actually make decisions that can directly affect the operation of your organisation.

For example, a planning law change may impact on the numbers of people who can access your services. Or it could be a policy that is implemented which changes the way in which your organisation operates. With decisions of this kind, it is natural and fair that you would do everything in your power to prevent or modify these decisions, and would contact the people responsible in some way to make your position known, and have them change their mind.

Lobbying, however, is murky when it is conducted behind closed doors, and it is corrupt when favours and money are exchanged as part of the decision-making process. For instance, a businessman provides secret funds to support a local councillor in exchange for a change in the planning regulations that would allow the businessman to develop a different kind of dwelling. This is a lobbying technique verging on corruption, and exposure will bring disrepute to both the lobbyist and the decision-maker.

The ethical standards in lobbying are twofold: that it is fair and that it is transparent. In this respect, fairness means that a favour is not directly sought that would privilege one person or group over another, and transparency means that any contact and discussion is open to public scrutiny.

Lobbying of a different kind can be conducted that meets both these ethical standards. This includes campaigns that are conducted through the media (interviews, opinion pieces, letter and talk-back campaigns, etc); petitions; actions (protests, demonstrations); letters / emails and use of social media. This is just applying our democratic rights.

7. Social Media

What is known as Web 2.0 opened up a new frontier in user-generated publication on the Internet, and spawned such things as MySpace, Facebook, blogs, wikis, online forums and Twitter.

We call these user-generated publications because they are written and managed by individuals, even though in some cases, they may speak on behalf of an organisation.

In this regard, you and your organisation have complete control over the content that's published, so you don't need to liaise with journalists, reporters, producers and the like to have your story published. The down side of course is that you don't have access to a ready-made audience, and need to build this over time, and publicise it in all the organisation's material to attract a readership.

Online forums

Online forums are run and moderated by a number of established media organisations such as the ABC, and they might relate to a specific news story that they open up for comment, or they have a separate space (e.g. The Drum) where a media person writes one article, and then calls for comments to be made. Successful forums might attract hundreds of comments from a range of people with varying opinions and perspectives. Forums also allow people to comment on your comment, forming 'threads' of discussion. Even though you may be one of many commenting, it's important to follow some basic rules, as these spaces are moderated, and people who don't follow the guidelines will be deleted.

- It's obvious that abusive and offensive remarks are untenable.
- Read the other comments before making your own; otherwise you might just be repeating what someone else has said.
- Make sure you argue your case succinctly (no one will read it otherwise), cogently and passionately (it is a personal opinion).
- Support your opinion with factual information.
- If you disagree with someone else's opinion, make this point but without becoming personal.

Blogs

A blog is basically an online journal, and it has a calendar that shows when you 'post' your item. They can be set up using a hosted arrangement such as Wordpress, Blogger, etc.

You are in control of all the content, and on each post, there is a space provided for readers to post comments on what they have written. They are a very powerful tool if used properly, and can represent your or your organisation's area of concern and perspectives. Some publishing hints include:

- Decide on the range of topics /subject area that you will write on. Don't make this too broad, otherwise you and your audience will lose focus.
- Come up with a name that is catchy and signals the purpose of the blog.
- Decide on a frequency of publication – daily, weekly, monthly. Most blogs fail because there is a burst of activity at the beginning, and then the blogger runs out of things to say. Readers then drop off.
- Write succinct posts (people do not read long items).
- Write in an engaging, personal style – avoid jargon.
- Moderate the comments. Once you are public, you will have all kinds of people make all sorts of comments, or send spam. Delete comments of this kind, but allow ones that take a contrary view to your own (debate is a good thing!)
- Promote the blog on other organisational publications, including the organisation's website.

Facebook

One of the biggest 'social media' sites is Facebook: it now has more than a billion people using it regularly. The concept behind Facebook is simple. It was a space where 'friends (colleagues)' could share their stories and photographs with one another. Each person has a space to do this, and then invites friends to visit this space. Some people have more than 500 'friends' – celebrities might have thousands. Once a friend group is too big, it's difficult for a person to keep track of everything that's going on.

Some organisations have now set up Facebook pages, and assign someone in the organisation to look after this page. They write to it like a person would, but provide a running commentary on what the organisation is doing, and upload photographs of relevance (events, products, merchandise, etc). People (audience) become friends of the organisation, and follow its journey. In other words, it's a marketing tool.

Some tips include:

- Have a goal. Don't use Facebook unless you are clear why, and what you intend to use it for.
- Assign someone in the organisation to manage it.
- Decide on the frequency of 'posts'. High frequency (at least daily) is good.
- Don't use it as hard sell. People see it as fun, so the trick here is to provide honest and open insider information about the organisation, how it works, what it does, etc.
- Make it personal. Don't use organisational jargon.
- Use photos and videos.
- Promote the Facebook page on other organisational publications, including the organisation's website.

Twitter

Twitter is an online social networking service and micro-blogging service that enables its users to send and read text-based messages of up to 140 characters, known as "tweets". There are over 500 million people registered to use its service.

People use it for a variety of reasons, and celebrities may have thousands of 'followers'.

Some tips for using Twitter:

- Have a goal. Don't use Twitter unless you are clear why, and what you intend to use it for.
- Follow like-minded people. It's a good way to start out. Who shares your perspectives?
- Make it personal. It's best if the 'tweets' reflect what you think, read, see, and do.
- Short is good. As Twitter only allows 140 characters, you have to make your comments as short and pithy as possible.
- Tweet often. Some people tweet every hour or so. Followers expect to be well informed.
- Be witty. Make your tweets funny – this brings personality into the message.
- Include links to other sites of interest, or to new blog posts (if you are running a blog as well).
- Promote the Twitter page on other organisational publications, including the organisation's website.

Online noticeboards

There are many online notice boards that you can use to post information about upcoming events and activities. Consider the websites you look at yourself from time to time and see if there are opportunities for you to add information.

Some examples include:

- **Youth Central**
A web-page run by the Office for Youth produces an online magazine and has reporters who may cover your event/activity if it is youth related.
<http://www.youthcentral.vic.gov.au/ViewPage.action>
- **Infoxchange**
This is a not for profit organisation that runs many bulletin boards. There are specific news sections for Community, Youth, Housing, Disability and Health.
<http://www.infoxchange.net.au/>
- **Local Government**
Many local councils run newsletters, electronic newsletters and online community events forums. Refer to your local council for more information.
<http://www.dpcd.vic.gov.au/localgovernment/>

8. Your Rights

You do not have to answer journalists' questions and, if they print or broadcast something incorrectly, you have certain appeal rights.

You have a right to:

- Refuse to be interviewed.
- Refuse to answer questions.
- Refer the interviewer to another person or expert.
- Ask for time to prepare.
- Ask for questions or angles in advance.
- Ask who else is being interviewed.
- Write to the editor if it is wrong.
- Encourage reporters to use correct terminology. For example, drug users, not drug addicts, people with AIDS, not AIDS victims.

Try not to:

- Leave room for assumption. Make your message clear.
- Ask for the article/interview to be read/played back to you.
- Answer questions and then say it's off the record.
- Say anything you don't want published or broadcast.
- Tell them how to write the article. It is important to understand that, because of the different agendas of communities and journalists, issues and incidents are rarely going to be reported exactly the way you want them to be. The best you can do is to make your message as clear and simple as possible.

If you are considering making a complaint, you should examine the offending article or broadcast and ask yourself whether minor errors or mistakes should not simply be treated as acceptable losses. If the outcome is that more people who you want to reach have been reached, then the media coverage has done the job you wanted it to do. Unless it's absolutely crucial, it's really not worth complaining about.

Some of the reasons for errors are:

- Reporters can be pressured by editors to put a certain slant on something.
- Time: writing in a hurry with not enough time to check facts.
- Sub-editors may rewrite, cut or add to a story.
- Plain old reporter ignorance.
- You may not have presented your message clearly.

If you do have a serious problem with the way something has been reported you should:

First contact the reporter and discuss your concerns with her/him. If you are still not satisfied, you may write a letter to the editor or chief-of-staff. This may or may not be for publication.

If these direct approaches fail then you can raise the matter with the ethics committee of the Media, Entertainment and Arts Alliance (formerly the Australian Journalists' Association), the Australian Press Council or the Australian Broadcasting Authority.

Be aware, however, that each medium has its own code of practice (and even some media organisations have their own code). Check the code of practice that governs the media organisation you are concerned about so that you are fully aware of the correct complaint procedure for that organisation. In this way, you can be sure that your complaint will, at the very least, be heard.

The Media, Entertainment and Arts Alliance has a code of ethics which says that journalists:

- Must report and interpret the news with scrupulous honesty;
- Should not suppress essential facts and should not distort the truth by omission or wrong or improper emphasis;
- Should always respect the confidences received in the course of their work;
- Should not take unfair or improper advantage of any kind if this may influence their work;
- Should only use fair and honest methods to obtain news, pictures and documents;
- Should always reveal their identity as a member of the media before obtaining any personal interview for the purpose of using it for publication.

The Australian Press Council does not have the power to fine or punish the newspaper or magazine, but it publishes its findings and they are covered by the media throughout Australia.

Complaints must be specific, and are not made against an individual journalist.

The Council can be contacted as follows:

The Australian Press Council
Suite 303, 149 Castlereagh St
Sydney NSW 2000
Phone: (02) 9261 1930 or (1800) 02 5712
Fax: (02) 9267 6826

E-Mail for information:
info@presscouncil.org.au

E-Mail for complaints:
complaints@presscouncil.org.au

Information about the Council and the guidelines for lodging a complaint can be found at www.presscouncil.org.au

The Australian Broadcasting Authority investigates complaints about the contents of a radio or television program. It is not required to investigate your complaint unless you have first complained to the broadcaster.

Information about the Australian Broadcasting Authority can be obtained through the website (www.aba.gov.au). Their email address is:

info@aba.gov.au and its postal address is:
PO Box Q500,
Queen Victoria Building
NSW 1230
Telephone: (02) 9334 7700

Think twice before complaining about media coverage. Some mistakes are inevitable because of the news gathering process and its limitations. If you do have a serious problem, take it up directly first and, if you are still not satisfied, appeal to the appropriate governing body.

(8.Your Rights adapted from 'Some Media Terms,' © State of New South Wales).

9. Resources

Newspapers

News Limited: <http://www.news.com.au/network>

Fairfax Group: <http://www.fairfax.com.au/network-map.html>

National:

The Australian <http://www.theaustralian.news.com.au/>

Financial review: <http://afr.com/>

Victorian:

Herald Sun: <http://www.heraldsun.com.au/>

The Age: <http://www.theage.com.au/>

MX: <http://www.mxnet.com.au/>

Suburban:

Fairfax Community Newspapers

<http://www.fcnonline.com.au/zabout.asp?pcode=fcn>

Leader Newspapers: http://www.crc.nsw.gov.au/multicultural_youth_network_myn

Ethnic:

There are around 200 ethnic language newspapers in Australia.

Unfortunately there is not one comprehensive list but there are a number of places you can look.

Margaret Gee Media Guide (available in Libraries)

<http://www.crowncontent.com.au/mgeesmediaguide.html>

Yellow pages: www.yellowpages.com.au

Darebin Council Community Directory: This list has a community group directory and some links to media.
<http://www.darebin.org/Directory/s2.asp?S1key=3&h=0>

Multicultural Health Unit NSW: Many of the ethnic publications are national- this list can be helpful.
<http://www.sesiahhs.health.nsw.gov.au/>

Community Relations Centre (NSW): lists many of the national papers
http://www.crc.nsw.gov.au/ethnic_media

Regional:

There are over 90 regional newspapers refer to media guides:

Margaret Gee Media Guide (available in Libraries)

<http://www.crowncontent.com.au/mgeesmediaguide.html>

Our community website (media section)

http://www.ourcommunity.com.au/marketing/marketing_article.jsp?articleId=1527

Radio stations

ABC:

http://en.wikipedia.org/wiki/List_of_ABC_radio_stations

SBS:

<http://www.sbs.com.au/radio/>

Ethnic:

http://www.nembc.org.au/info_pages_nembc.php/pages_id/184

Community radio:

<http://www.cbonline.org.au/listenaudio/where/>

All radio:

http://en.wikipedia.org/wiki/List_of_radio_stations_in_Australia

Television stations

Commercial:

http://en.wikipedia.org/wiki/Television_broadcasting_in_Australia

Community:

http://en.wikipedia.org/wiki/Community_television_in_Australia

ABC:

<http://www.abc.net.au/tv/guide/>

SBS:

<http://www.sbs.com.au/television>

