Access application – GIPA2026/12

Released set of information

Date decided:

29 July 2026

Scope of request:

Date Range:

1 October 2025 – 15 December 2025,

and

1 February 2026 – 15 May 2026

1. 2SER Board papers, minutes, resolutions, and formal decision records related to 2SER's funding, future, and any wind-down or restructure planning
2. Documents, including correspondence between or involving:
   - Vice Chancellors office,
   - Finance Unit
   - Legal Unit

   Related to:

   a. UTS engagement of external legal advisers and financial/accounting consultants in connection with 2SER, including reports, recommendations and records of decisions made on the basis of that advice (procurement records for those engagements may be excluded)

   b. VC's office documents relating to UTS's strategic position on 2SER and any decisions made about UTS funding commitments

   c. Financial modelling or budget analysis documents relating to 2SER's viability or restructure options

Excluded from scope

1. drafts and collaborative working documents where final version of document is in scope.

Requests 2a and 2c: No information held

From: Andrew Parfitt
To: Danielle Woolley
Subject: FW: [EXTERNAL] Re: Response to Email sent to Council: 2 April 2026
Date: Wednesday, 22 April 2026 1:44:24 PM
Attachments: image001.png

FYI

Professor Andrew Parfitt
Vice-Chancellor and President

University of Technology Sydney
Building 1, Level 4A, 15 Broadway, ULTIMO NSW 2007
T. +61 (02) 9514 1333
E. Andrew.Parfitt@uts.edu.au
W. uts.edu.au

From: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>
Date: Wednesday, 22 April 2026 at 1:44 PM
To: 2SERalumni Out of scope
Cc: UTS Council <council@uts.edu.au>; Alana Piper <Alana.R.Piper@uts.edu.au>; geraldine.cremin Out of scope <geraldine.cremin Out of scope ; Anna Bedford <Anna.Bedford@uts.edu.au>; James Bennett <James.Bennett@uts.edu.au>; tess.lea@mq.edu.au <tess.lea@mq.edu.au>; chris.dixon@mq.edu.au <chris.dixon@mq.edu.au>
Subject: Re: [EXTERNAL] Re: Response to Email sent to Council: 2 April 2026

Dear 2SER Alumni

Thank you for your further email seeking clarification of UTS' ongoing financial commitment to 2SER.

UTS is committed to continuing our current level of support for 2SER beyond 2026, but more work needs to be done to clarify how the station can remain viable into the future.

Without Macquarie University's funding or another university stepping forward, 2SER must transition to a different model. I am aware that a working group has been established with 2SER, UTS, key organisations within the community radio sector, and 2SER supporters to advise the 2SER board and explore a range of new models to support the continued operation of the station.

UTS remains a committed 2SER partner and we are actively working with the 2SER community to find a sustainable, effective solution for this much-loved community asset.

Regards,
Andrew.

Professor Andrew Parfitt
Vice-Chancellor and President

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E. Andrew.Parfitt@uts.edu.au
W. uts.edu.au

From: 2SERalumni Out of scope
Date: Wednesday, 15 April 2026 at 1:45 PM
To: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>
Cc: UTS Council <council@uts.edu.au>; Alana Piper <Alana.R.Piper@uts.edu.au>; geraldine.cremin Out of scope <geraldine.cremin Out of scope ; Anna Bedford <Anna.Bedford@uts.edu.au>; James Bennett <James.Bennett@uts.edu.au>; tess.lea@mq.edu.au <tess.lea@mq.edu.au>; chris.dixon@mq.edu.au <chris.dixon@mq.edu.au>
Subject: [EXTERNAL] Re: Response to Email sent to Council: 2 April 2026

This message needs your attention

- This is a personal email address.
- This is their first mail to some recipients.

Mark Safe Report

Want to know more?
thinksecurely.uts.edu.au

Dear Andrew,

Thank you for getting back to us personally. As a concerned group of 2SER and UTS Alumni, it means a lot to know that the Vice Chancellor and the Council are committed to the station.

That said, could we clarify something?

In the email from 2SER yesterday, the volunteers were told that the station could be turned off as soon as July 2026. This piece of news was unexpected and chilling for many, and seems at odds with what you have written to us today.

When you write "UTS remains committed to continuing our current financial, infrastructure and wider support for 2SER", do we take that to mean that UTS is committed to funding and supporting 2SER to continue post 2026? If so, what is the ongoing commitment of UTS to continue to fund 2SER beyond this year?

The press release from UTS with regard to ongoing funding is unclear and so we are asking if you can provide us with clarity on this matter.

We'd love to be able to share a good news story like this to our group, and indeed the wider Sydney community. Please respond to us as soon as possible as there are many supporters eager to know where UTS stands.

Many thanks

2SER Alumni

On Wed, Apr 15, 2026 at 9:05 AM Andrew Parfitt <Andrew.Parfitt@uts.edu.au> wrote:

> Dear 2SER Alumni,
>
> Thank you for your letter of 2 April to UTS Council and the Board of Sydney Educational Broadcasting regarding 2SER.
>
> I have been asked to respond on behalf of the UTS Council.
>
> As you are aware UTS has a long and proud history supporting 2SER for nearly 50 years.
>
> I can assure you that UTS remains committed to continuing our current financial, infrastructure and wider support for 2SER following the notification by Macquarie University of its intention to withdraw its support by the end of 2026.
>
> In addition to continuing our commitment, we are also actively supporting 2SER in efforts to secure potential new partners to replace Macquarie's funding.
>
> We are hopeful that other universities that share a commitment to student learning and community engagement may step in to support 2SER. We will continue to support the management team to explore all possible options to find alternative long-term partners for the radio station, its staff and passionate community.

I understand that 2SER has communicated to the 2SER community about its planning for a range of possible futures for the station, has advised its volunteer community that it would welcome their support and is scheduling supporter community consultation meetings.

You may be assured that UTS will continue to support 2SER in its efforts to secure its future.

Regards
Andrew

Professor Andrew Parfitt

Vice-Chancellor and President

University of Technology Sydney

Building 1, Level 4A, 15 Broadway

ULTIMO NSW 2007

TEL: +61 (02) 9514 1333

Email: Andrew.Parfitt@uts.edu.au

Executive Assistant: Samantha.Sandford@uts.edu.au

Website: uts.edu.au

From:	Sam Sandford on behalf of Andrew Parfitt
To:	Chris Dixon
Cc:	Bruce Dowton
Subject:	RE: Proposed Transition of 2SER Board Chair
Date:	Thursday, 14 May 2026 1:45:25 PM
Attachments:	image001.png

Dear Professor Dixon

Thank you for your message regarding future arrangements for Chair of the Board of Sydney Educational Broadcasting Limited (2SER).

As I indicated in my recent correspondence to the Board, we respect and understand Macquarie University's decision to discontinue its financial support for 2SER. These are unprecedented times for the university sector and we are all being forced to make difficult choices regarding our priorities going forward.

I have consulted with Professor Bennett and Dr Piper regarding your proposal to step down as Chair of the 2SER Board, with Professor Bennett to assume the role. We are comfortable with this approach and welcome your offer to continue to serve on the Board as a Director until the end of the year, to support continuity of governance during this period.

It would be appreciated if you could please work with Professor Bennett to bring this matter to the Board for consideration and endorsement.

Regards
Andrew

Professor Andrew Parfitt
Vice-Chancellor and President

University of Technology Sydney
Building 1, Level 4A, 15 Broadway
ULTIMO NSW 2007

TEL: +61 (02) 9514 1333
Email: Andrew.Parfitt@uts.edu.au
Executive Assistant: Samantha.Sandford@uts.edu.au
Website: uts.edu.au

From: Chris Dixon <chris.dixon@mq.edu.au>
Sent: Tuesday, 12 May 2026 4:16 PM
To: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>
Cc: Chris Dixon <chris.dixon@mq.edu.au>; Bruce Dowton <bruce.dowton@mq.edu.au>
Subject: [EXTERNAL] Proposed Transition of 2SER Board Chair

Dear Professor Parfitt,

I am writing to seek your agreement to a proposed change to the Chair of the Board of Sydney Educational Broadcasting Limited (2SER).

As you are aware, Macquarie University will conclude its funding relationship with 2SER at the end of this year. In light of this transition, and to support continuity and alignment, I consider it timely for the Chair role to transition to the University of Technology Sydney. (Please note, the Chair role alternates annually between the relevant Executive Dean of the two universities.) This proposed transition has been discussed with fellow Board members and has their support.

Accordingly, I propose to step down as Chair of the 2SER Board, with Professor James Bennett, currently the Alternate Chair, to assume the role of Chair. If you are comfortable with this proposal, I would be pleased to facilitate the transition at the earliest appropriate opportunity. I would continue to serve on the Board as a Director until the end of the year, to support continuity of governance during this period.

I would be grateful for your agreement to this proposed arrangement. Please let me know if you require any further information or would like to discuss this further.

Yours sincerely,
Chris

Professor Chris Dixon
Executive Dean,
Faculty of Arts

Arts Precinct, 25B Wally's Walk, Building B, B738
Macquarie University, NSW 2109, Australia
T: +61 (2) 9850 8736
E: chris.dixon@mq.edu.au | **mq.edu.au**

From: Danielle Woolley
To: Andrew Parfitt
Subject: Re: 2SER letter
Date: Tuesday, 5 May 2026 4:56:47 PM
Attachments: image001.png

Yep will do

Get Outlook for iOS

From: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>
Sent: Tuesday, May 5, 2026 4:53:33 PM
To: Danielle Woolley <Danielle.Woolley@uts.edu.au>
Subject: Re: 2SER letter

Thanks. Could you please discuss with James?

I agree that we should not be specific about the funding levels (transitional or otherwise) and link it to a firm proposal from the Board. Also, there is a move towards an independent chair, but perhaps this should be couched as the proposal including a governance proposal. I am not quite sure what James is hoping to do at this stage, but a conversation around the tactics is worthwhile.

I have agreed to consider a financial proposal up to S.14, cl.4(d) [redacted] pa, with a three year review point.

Andrew.

Professor Andrew Parfitt
Vice-Chancellor and President

University of Technology Sydney
Building 1, Level 4A, 15 Broadway, ULTIMO NSW 2007
T. +61 (02) 9514 1333
E. Andrew.Parfitt@uts.edu.au
W. uts.edu.au

From: Danielle Woolley <Danielle.Woolley@uts.edu.au>
Date: Tuesday, 5 May 2026 at 2:33 PM
To: Andrew Parfitt <Andrew.Parfitt@uts.edu.au>
Subject: 2SER letter

Hi Andrew

I've left some commentsin the attachment. I think it goes a bit too far in a couple of places.

Kind regards

Danielle Woolley
Head of Government Relations and Policy

Office of the Vice-Chancellor
University of Technology Sydney
M. Out of scope E: danielle.woolley@uts.edu.au
PO Box 123 Broadway NSW 2007 Australia
uts.edu.au

I acknowledge the traditional owners of the land on which I live and work and pay my respects to Elders past, present and emerging.

From: Belinda Johnson
To: Andrew Parfitt; Alana Piper
Cc: Angelika Nadler; Sam Sandford; Shira Amar
Subject: FW: 2SER - Going concern
Date: Monday, 13 April 2026 1:57:49 PM
Attachments: 2SER letter of support 2025.docx

Hi Andrew, Alana

NSWAGO has requested a broader 'letter of support' than our previous version. The previous version only covered not demanding repayment of monies owed (fairly immaterial), whereas this one is the standard "any and all business operation liabilities".

I recommend this be signed to support 2SER accounts on a going concern basis.

Cheers

Belinda Johnson
Chief Financial Officer

University of Technology Sydney
Building 1, Level 24 15 Broadway, Ultimo NSW 2007
PO Box 123 Broadway NSW 2007 Australia
EA: Jackie Jenkins Jackie.jenkins@uts.edu.au
uts.edu.au

Connecting people,
technology and ideas

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NSW 2007 Australia
www.uts.edu.au

UTS CRICOS PROVIDER CODE 00099F

13 April 2026

To whom is may concern

RE: Letter of Support

The University of Technology Sydney agrees for a period of 12 months from the date of approval and signing of the 2SER 31 December 2025 Financial Statements, to meet any and all business operation liabilities including financial support that may be necessary to enable 2SER to meet its financial commitments as and when they fall due and payable in the event that 2SER is unable to do so.

This letter of comfort is intended to be legally binding and is governed by the laws of New South Wales.

Yours sincerely

Out of scope

Professor Andrew Parfitt
Vice-Chancellor and President

Extract ULT 9 April 2026

UNIVERSITY LEADERSHIP TEAM – MEETING NOTES

Thursday 9 April 2026
9:00am -12:00pm
CB01.04A.026_Boardroom and https://zoom.uts.edu.au/j/81956600568

Item	Title	
1	**PROCEDURAL & STANDING MATTERS (Verbal)**	
	1.1	**Opening Comments and Apologies**

Updates:

- 2SER - Macquarie University advised last year that it would discontinue its involvement and funding from the end of 2026. UTS can continue with our current level of investment but are unable to provide additional funding. Without the identification of a new financial partner, 2SER will be required to either cease operations or transition into a different format.

Extract ULT 30 April 2026

UNIVERSITY LEADERSHIP TEAM – MEETING NOTES

Thursday 30 April 2026
9:00am – 12:00pm
CB01.04A.026_Boardroom and https://zoom.uts.edu.au/j/84160703464

4.6	**2SER Briefing – Verbal** Ongoing discussions are expected to lead to the presentation of two credible minimum viable product models to the 2SER Board in mid-May. This development is projected to facilitate the transition of 2ER into a UTS-controlled entity.

GIPA2026/12
DOC006

Professor Andrew Parfitt FTSE, FRSN, FIEAust
Vice-Chancellor and President
Chancellery
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UTS CRICOS PROVIDER CODE 00099F

8 May 2026

By email

Dear 2SER Board Members

I am writing to confirm the University of Technology Sydney's ongoing support for 2SER to provide as much clarity and certainty as we can to the Board as they resolve the future of this much-loved organisation.

UTS believes in the value of 2SER to its community and, through that, our own ability to serve and connect with that community. From the passion of its student volunteers, the cultivation of sector leading talent and its offering of news, culture and diverse viewpoints, 2SER brings a unique perspective on the things that matter to us in Sydney.

We respect and understand Macquarie University's decision to withdraw its future funding from 2SER. They have been a valued partner to us and the entire 2SER community over nearly half a century. The value of this partnership in establishing, nourishing and supporting 2SER should never be under-estimated, but these are difficult times in the University sector and difficult choices have had to be made by institutions as they seek to fulfil their core missions.

I want to take this opportunity to re-affirm UTS's commitment to 2SER, regardless of the position of any other potential funders. We want 2SER to survive and I appreciate the Board's work to explore options for other funders to fill the funding gap left by Macquarie's departure. Regrettably and despite your best efforts, this has not come to a tangible offer within the timeline available.

I can assure the Board that UTS will continue to provide its current levels of financial and in-kind support, provided the Board can demonstrate a viable and legally compliant working model within this funding envelope. In exploring a new operating model, UTS understands the Board will also consider a governance arrangement with greater community and student representation. I welcome this and look forward to reviewing the possible options and how these might align with any revisions to the station's constitution and legal status.

We understand additional funding may be required to transition to a new operating model and we are willing to consider additional one-off financial assistance once the preferred model and path forward become clearer. We will also continue to act as the financial backstop for liabilities of the company should it run into deficit in any given year.

Our ongoing commitment to 2SER is grounded in the learning opportunities it offers our student volunteers and for showcasing UTS research and innovation within the 2SER community. We will continue supporting our academic staff to facilitate these important activities.

We know that the community is a passionate, creative and innovative one and we are sure that with the backbone of UTS's financial commitment and the leadership of the Board an exciting new chapter for the station lies ahead.

Yours sincerely

Out of scope

Professor Andrew Parfitt
Vice-Chancellor and President

UTS UNIVERSITY OF TECHNOLOGY SYDNEY 2ser 107.3 MACQUARIE University

University of Technology Sydney/Macquarie University

Sydney Educational Broadcasting Limited (2SER)

Notice of Meeting

Meeting 26/1 of the Sydney Educational Broadcasting Limited (2SER) Board is scheduled to be held:

On:	**Monday, 23 February 2026**
Location:	Macquarie University Arts Precinct 25WWB B702 Executive Board Room, Level 7 Or via Zoom https://macquarie.zoom.us/j/86277736123?pwd=5hnX77IKK156HKL3S53nb6LYCVOdvx.1&from=addon
Time:	**12:45pm – 2:45pm**

____

Jenny Kendrick
Strategic Program Manager
Faculty of Arts, Macquarie University

University of Technology Sydney/Macquarie University
Sydney Educational Broadcasting Limited (2SER)
AGENDA

Meeting 26/1 of the Sydney Educational Broadcasting Limited (2SER) Board
Monday, 23 February November 2026, 12:45pm – 2:45pm
Location: Hybrid
Macquarie University Arts Precinct 25WWB B702
B702 Executive Meeting Room, Level 7
https://macquarie.zoom.us/j/86277736123?pwd=5hnX77IKK156HKL3S53nb6LYCVOdvx.1&from=addon

---

Membership
Prof Chris Dixon, Executive Dean (Faculty of Arts), Macquarie University - Chair
Prof James Bennett, Dean (Faculty of Design & Society) UTS – Alternate Chair
Dr Alana Piper, Deputy Vice-Chancellor (External Engagement & Partnerships) UTS
Geraldine Cremin, Director and 2SER Volunteer Representative
Anna Bedford, Director and Company Secretary
Cheryl Northey, Managing Director, 2SER

Apologies:
Prof Tess Lea, Head of School, Communication, Society and Culture, Macquarie University

In attendance:
Jenny Kendrick, Strategic Program Manager, Faculty of Arts, Macquarie University (Secretariat)

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1.	**Preliminary Matters**	
	1.1 Welcome and apologies	n/a
	1.2 Conflict of interest disclosures	n/a
	1.3 Minutes of previous meeting - for confirmation	4
	1.4 Action item review & matters arising from minutes	7
	1.5 2026 Business Schedule	12
2.	**2. Managing Director's report** (standing Item) – for noting	13
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	2.3 Items for action (as per action item table)	16
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	Attachments - for discussions	
	Att. 1 – Executive Summary: Back Office Services Review	25
	Att. 2 – Back Office Services Review – Background and Recommendation	27
	Attachments - for noting	
	Att. 3 – New Media Kit and rate card 2026	30

	Att. 4 - 2SER Storytelling for Entrepreneurs	53
3.	**Financial Reports** (Standing Item) – for noting 3.1 Finance Report 3.2 Trading summary 3.3 Cashflow Summary 3.4 Balance sheet	 18 22 23 24
4.	**Other Business**	
5.	**Meeting close** Next meeting Monday11 May 2026 2pm-4pm Date of 2026 AGM TBD.	

UTS UNIVERSITY OF TECHNOLOGY SYDNEY 2ser 107.3 MACQUARIE University

MINUTES OF MEETING 25/4 OF THE SYDNEY EDUCATIONAL BROADCASTING LIMITED (2SER) BOARD

Held on Monday, 17 November 2025, 2:00pm – 3:40pm
Location: Zoom ID 88122852841

Membership
Dr Alana Piper, Deputy Vice-Chancellor (External Engagement & Partnerships), UTS – Chair
Prof Tess Lea, Head of School, Communication, Society and Culture, Macquarie University
Geraldine Cremin, Director and 2SER Volunteer Representative
A/Prof Anna Bedford, Director and Company Secretary
Cheryl Northey, Managing Director, 2SER
Prof Mark Evans, Faculty of Design and Society, UTS

Apologies:
Prof Chris Dixon, Executive Dean (Faculty of Arts), Macquarie University – Alternate Chair

In attendance:
Angelika Nadler, Senior Manager Strategy & Operations, ODVCEEP, UTS (Secretariat)

	Agenda Items
1.	**Preliminary Matters** 1.1 Welcome and apologies The Chair provided an Acknowledgement of Country. An apology was noted from Prof Chris Dixon Out of scope . 1.2 Conflict of interest disclosures No conflicts of interest were declared. 1.3 Minutes of previous meeting The minutes of the previous meeting held 4 August 2025 were confirmed. 1.4 Action item review & matters arising from minutes The action items were reviewed and their progress noted in the board documents (action item summary). The board commended the Managing Director for quickly resolving many legacy action items.
2.	**Managing Director's report** Out of scope

	Out of scope [redacted]
3.	**Financial Reports** <u>2025 forecast</u> The discussion on the financial report focused on the station's 2025 forecast deficit of $56,294, attributed mainly to declining success with grants and sponsorships, as well as the loss of recurring podcast-related funding. The board raised concerns about reliance on $336,269 of grant revenue for 2025 versus total current liabilities of $225,588 (page 46 of board papers). <u>2026 budget</u> The board expressed concern that the present 2026 forecast may be overly optimistic, in particular the projections of significant grant income assuming high grant application success rates. Recent trends show lower success rates. Board members emphasised the need for realistic, conservative budget forecasts based on historical data and trends. One-off large income spikes should only be included once they are confirmed. There was consensus that future budgets should reflect actual performance, separating strategic aspirations (such as improved fundraising or sponsorship) from the core operational plan.

	Discussing potential cost reductions, the board acknowledged that feasible cost reductions had already been implemented and that income uncertainty remains the primary challenge. The board emphasised that detailed focus on the budget is a necessity and in no way reflects on the quality of the MD's work and diligence. The discussion concluded with action items to clarify specific budget lines. **Action:** Financial Report Clarifications (resolved post meeting as per action item list) • The MD will verify that the line item under 2025 grant revenue (board papers, page 46) does not include the regular funding from universities. • In the trading budget (board papers, page 48) the eTapestry line for 2026 is empty. Is this correct?
4.	**Other Business** The board discussed preparations for organisational changes after 2026 when Macquarie University will withdraw. The Managing Director convened an all-staff meeting to support employee wellbeing focusing on a positive vision and emphasising the commitment to another successful year of partnership with Macquarie University. Very preliminary discussions are underway with another university. The new UTS Dean of Faculty of Design and Society, Prof James Bennett, will commence in January 2026 and play an active role in any decisions on 2SER's future. Out of scope
5.	• In 2026 the Chair role and secretariat will alternate again to Macquarie University. • The next board meeting is scheduled for 9 February 2026. • Date of 2025 AGM tba. • The meeting closed at 3:40pm.

2SER Board Meeting, 17 November 2025 – Action Item List

Item No. YYYYMMDD-No	Item	Action	Lead	Status
Out of scope				
20251117-2	Financial Report (17/11/2025) clarifications	• The MD will verify that the line item under 2025 grant revenue (board papers, page 46) does not include the regular funding from universities. • In the trading budget (board papers, page 48) the eTapestry line for 2026 is empty. Is this correct?	MD	**29/01/2026 – can be closed after noting** • It can be confirmed that the line item under grant revenue (p.46) doesn't include regular funding. • The budget line on p.48 was for revenue in eTapestry that had not been broken down into subcategories. It has now been corrected.
Out of scope				

Out of scope

Out of scope

Out of scope

Out of scope

5

GIPA2026/12

2026 2SER Board Business Schedule

Out of scope

2SER MANAGING DIRECTOR'S REPORT TO FEBRUARY 2026

1. PRIORITIES 2026:

2026 marks a pivotal year for 2SER. Macquarie University has confirmed that its funding support will cease at the end of this calendar year. The station is therefore entering a structured transition period that focuses on operational stability, new institutional partnerships, and long-term financial sustainability. These priorities align with the requirements for licence renewal in October 2027, with preparatory work commencing this year.

1.1 STRENGTHENING CORE OPERATIONS

The first priority for 2026 is to ensure the stability and quality of our existing operations. This includes a focus on consistent editorial output, functional workflows, and strong support for staff and volunteers. To meet audience expectations across our weekday programs, additional editorial resources are required so that the station can maintain high-quality content, manage daily interview coordination, and sustain compliance with the Community Radio Codes of Practice.

This work safeguards the integrity of our broadcast content during a year of transition and positions 2SER to demonstrate strong operational capability in the lead-up to licence renewal.

1.2 SECURING NEW UNIVERSITY PARTNERS

A central strategic task for 2026 is the recruitment of new university partners to join the 2SER consortium model from 2027 onwards. Our priority institutions for engagement are the University of Sydney and the University of New South Wales. Both universities offer strong alignment with 2SER's mission and present opportunities for student learning, research engagement, public communication, and community impact.

Throughout 2026 we will develop tailored proposals, articulate value for academic and professional staff, and engage senior leaders across faculties and research centres. Our objective is to secure one or two new university partners to support 2SER's educational mandate and to ensure continuity of the station's university-led governance model.

1.3 FINANCIAL STABILITY

With the end of Macquarie University funding, financial sustainability is a core organisational priority for 2026. The station will focus on diversifying income across sponsorship, grants, partnerships, creative production services, and education-based initiatives to address deficits. Recruitment activity will be directed towards roles that directly generate revenue or support the development of new commercial opportunities.

This diversification is essential for ongoing financial resilience and for demonstrating responsible stewardship as part of the licence renewal process.

2. ITEMS FOR NOTING

Out of scope

Out of scope

Out of scope

3. ITEMS FOR ACTION

Out of scope

4. OUTSTANDING ACTION ITEMS

4.1 INTERNSHIPS WITH 2SER

2SER continues to offer internships with Macquarie University (PACE), UTS, the University of Sydney, and TAFE. The Board asked for clarity on opportunities to expand structured placements with external partners.

Current Position:
Early advice from Volunteering Australia suggests that expanding internships in a more structured way is possible but would require additional planning and resources.

The future structure of 2SER and potential new university partnerships may also influence how internships are designed and delivered. As these partnerships develop, there may be opportunities to integrate internships more deeply into teaching, research translation, and project-based learning. It is recommended that this work be revisited once the new Chair is onboarded and once the Communications and Engagement Coordinator has completed their assessment in March 2026

Out of Scope - Pages 18 to 54

University of Technology Sydney/Macquarie University

Sydney Educational Broadcasting Limited (2SER)

Notice of Meeting

Meeting 26/2 of the Sydney Educational Broadcasting Limited (2SER) Board is scheduled to be held:

On:	**Monday, 11 May 2026**
Location:	Macquarie University Arts Precinct 25WWB B702 Executive Board Room, Level 7 Or via Zoom https://macquarie.zoom.us/j/85364800130?pwd=8pwm0buO7dU96xmGm4jfWZmEyvbHpv.1&from=addon
Time:	**2:00pm – 4:00pm**

____
Jenny Kendrick
Strategic Program Manager
Faculty of Arts, Macquarie University

University of Technology Sydney/Macquarie University
Sydney Educational Broadcasting Limited (2SER)
AGENDA

Meeting 26/2 of the Sydney Educational Broadcasting Limited (2SER) Board
Monday, 11 May 2026, 2:00pm – 4:00pm
Location: Hybrid
Macquarie University Arts Precinct 25WWB B702
B702 Executive Meeting Room, Level 7
https://macquarie.zoom.us/j/85364800130?pwd=8pwm0buO7dU96xmGm4jfWZmEyvbHpv.1&from=addon

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Membership
Prof Chris Dixon, Executive Dean (Faculty of Arts), Macquarie University - Chair
Prof James Bennett, Dean **(**Faculty of Design & Society) UTS – Alternate Chair
Dr Alana Piper, Director, and Deputy Vice-Chancellor (External Engagement & Partnerships) UTS
Prof Tess Lea, Director, and Head of School, Communication, Society and Culture, Macquarie University
Geraldine Cremin, Director and 2SER Volunteer Representative
Anna Bedford, Director and Company Secretary
Cheryl Northey, Managing Director, 2SER

Apologies:

In attendance:
Jenny Kendrick, Strategic Program Manager, Faculty of Arts, Macquarie University (Secretariat)
Liz Giuffre and Paula Kruger (UTS) to present from 2:30 – 3:00pm

	Agenda Items	Page
1.	**Preliminary Matters**	
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	1.2 Conflict of interest disclosures	n/a
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	1.4 Action item review & matters arising from minutes	8
	1.5 2026 Business Schedule	14
2.	**2. Managing Director's report** (standing Item) – for noting	15
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	2.3 Items for noting	
	2.4 Items for action	
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	Attachments - for discussion	
	Att. 1 – 2SER Assets Macquarie	25

	Att. 2 – 2SER Transitional Model Att. 3 - Staff Entitlements – NES vs Discretionary Settings Att. 4 – Depreciation Schedule and Asset Register	26 38 46
3.	**Financial Reports** (Standing Item) – for noting 3.1 Finance Report 3.2 Trading summary 3.3 Cashflow Summary 3.4 Balance sheet	
4.	**Other Business** Att. 5 - UTS VC Letter to the Board Att. 6 - Phase 1 Transition Engagement Proposal Paula Kruger and Liz Giuffre (UTS) presenting from 2:30pm to 3pm.	39 40
5.	**Meeting close** Next meeting Monday 25 May 2026 2pm-4pm Date of 2026 AGM TBD.	

University of Technology Sydney/Macquarie University
Sydney Educational Broadcasting Limited (2SER)
AGENDA

Meeting 26/1 of the Sydney Educational Broadcasting Limited (2SER) Board
Monday, 23 February November 2026, 12:45pm – 2:45pm
Location: Hybrid
Macquarie University Arts Precinct 25WWB B702
B702 Executive Meeting Room, Level 7
https://macquarie.zoom.us/j/86277736123?pwd=5hnX77IKK156HKL3S53nb6LYCVOdvx.1&from=addon

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Membership
Prof Chris Dixon, Executive Dean (Faculty of Arts), Macquarie University - Chair
Prof James Bennett, Dean **(**Faculty of Design & Society) UTS – Alternate Chair
Dr Alana Piper, Deputy Vice-Chancellor (External Engagement & Partnerships) UTS
Prof Tess Lea, Head of School, Communication, Society and Culture, Macquarie University
Geraldine Cremin, Director and 2SER Volunteer Representative
Anna Bedford, Director and Company Secretary
Cheryl Northey, Managing Director, 2SER

Apologies:

In attendance:
Jenny Kendrick, Strategic Program Manager, Faculty of Arts, Macquarie University (Secretariat)

	Agenda Items
1.	**Preliminary Matters** 1.1 Welcome and apologies • The Chair Chris Dixon – provided an acknowledgement of country and welcomed James to the board and thanked Alana for all her work last year. 1.2 Conflict of interest disclosures • No conflicts of interest were declared 1.3 Minutes of previous meeting • The minute of the previous meeting held 17 Nov – confirmed by Tess and Anna 1.4 Action item review & matters arising from minutes **Meeting Notes** Out of scope

	Out of scope
2.	**2. Managing Director's report** (standing Item) – for noting 2.1 Priorities 2026 2.2 Items for noting 2.3 Items for action (as per action item table) 2.4 Outstanding action items (as per action item table) **Meeting Notes** • Cheryl noted MQ's partnership ending with regret. **Budget** • The 2024/25 budget was acknowledged as optimistic given funding uncertainty.

	• Deficit driven by staffing changes (roles moved to full-time), increased insurance costs, and loss of major podcast partners. • Need identified to recalibrate staffing toward revenue-generating functions and partnerships, including greater use of part-time and fixed-term roles. • Board noted off-boarding costs and agreed 2SER's future and direction should be settled prior to staffing changes. **Funding and Sustainability** • A three-way funding model is being explored; urgent engagement with USYD and UNSW required. • Board requests Cheryl work on forward modelling as it will be required for a potential 2026 wind-up, including liabilities (superannuation, staffing, and strategic investment). • Cheryl confirmed she will discreetly progress contingency planning with accountants. • Universities unlikely to guarantee future funding for audit support without additional partners; transparency required in audit disclosures. • Staff to remain in place pending funding clarity; communications to outline defined scenarios (Plan A / Plan B). • Comms plan required to manage internal and external messaging, including potential sector-wide implications and legacy considerations. • Cheryl noted that the broadcasting community has offered support. **Next Steps and Actions** • Step 1: Engage USYD and UNSW to assess funding appetite. • Develop and refine value proposition (education impact, Tech Central, community benefit) to support funding pitch. • Cheryl to circulate pitch materials to James Bennett and Angelika. • Clarify ownership of assets, including the educational licence and transmitter arrangements. Attachments - for discussions Att. 1 – Executive Summary: Back Office Services Review Att. 2 – Back Office Services Review – Background and Recommendation Attachments - for noting Att. 3 – New Media Kit and rate card 2026 Att. 4 - 2SER Storytelling for Entrepreneurs
3.	**Financial Reports** (Standing Item) – for noting 3.1 Finance Report 3.2 Trading summary

	3.3 Cashflow Summary 3.4 Balance sheet **Meeting notes** • Deficit Noted: James and Chris to discuss approach to managing the 2025 deficit; Cheryl to review historic precedent.
4.	**Other Business** **Meeting Notes** • Board meeting – ask Cheryl to keep us up to date of how the pitch goes • Closed at 2:10pm
5.	**Meeting close** Next meeting Monday11 May 2026 2pm-4pm Date of 2026 AGM TBD.

2SER Board Meeting, 26 February 2026 – Action Item List

Item No. YYYYMMDD-No	Item	Action	Lead	Status
20260226-1	Funding & Sustainability	Work on forward modelling as it will be required for a potential 2026 wind-up, including liabilities (superannuation, staffing, and strategic investment).	MD	
20260226-2	Communications	Comms plan required to manage internal and external messaging, including potential sector-wide implications and legacy considerations.	MD	
20260226-3	Funding & Sustainability	Engage USYD and UNSW to assess funding appetite. Develop and refine value proposition (education impact, Tech Central, community benefit) to support funding pitch.	MD and Members	

Out of scope

Out of scope

Out of scope

Out of scope

Out of scope

Out of scope

2026 2SER Board Business Schedule

Out of scope

2SER MANAGING DIRECTOR’S REPORT TO MAY 2026

1. OPERATING OUTLOOK AND TRANSITION PLANNING

1.1 2SER’S OPERATING FUTURE

On 14 April, a public announcement was made regarding 2SER’s future operating context, including the potential wind-down of the station as early as July, following the inability to secure a viable university consortium partner by the end of March 2026. This update was shared with staff and volunteers, supported by a public town hall to provide context and respond to questions.

Messaging during this period has emphasised that short-term fundraising will not resolve the station’s structural position, and this approach appears to be understood by the community. While there has been strong engagement, including media coverage and a community-led petition (5,000 signatures on change.org), direct financial contributions have been modest, with approximately $1,609 received from around 20 donors (average ~$80) which represents 2% of the average annual financial contributions during 2SER’s annual two-week Radiothon fundraising period.

A Working Group has been established to coordinate community input alongside ongoing Board efforts to identify a sustainable path forward. Current planning is focused on developing a resized operating model within a realistic funding envelope, with the aim of stabilising the station and creating a foundation for longer-term viability.

1.2 STAFF CONSULTATION

Staff consultation is ongoing, with a focus on providing clear, timely information and appropriate support during this period of uncertainty. Initial updates have been delivered through staff meeting, a station-wide town hall, with follow-up 1:1 discussions being scheduled with staff alongside HR support. Staff have been invited to raise questions, provide feedback and input as part of this process, with decision-making remains with the Board. Access to EAP services has been reinforced.

2. ITEMS FOR NOTING

Out of scope

2.2 MACQUARIE STUDIO ASSETS

As part of the regular asset register review and in understanding the impact of Macquarie University's withdrawal, a high-level valuation of equipment at the Macquarie studios has been undertaken, indicating an estimated realisable value of S.14, cl.4(d) These assets are largely legacy analogue broadcast equipment which could be resold to fund equipment upgrades at 2SER's Ultimo studios. S.14, cl.4(d)

3. ITEMS FOR ACTION

Out of scope

4. OUTSTANDING ACTION ITEMS

Out of scope

Sydney Educational Broadcasting Ltd

FINANCE REPORT

For the Board Meeting of 11 May 2026

EXECUTIVE SUMMARY

For the three months to 31 March 2026, Sydney Educational Broadcasting Ltd (2SER) recorded a deficit of $(1,932), compared to a budgeted deficit of $(24,126) — a favourable variance of $22,193. The result was principally driven by employment costs below budget, partially offset by sponsorship revenue below expectations and higher-than-budgeted administration expenses.

Cash at bank stood at $667,739 at 31 March 2026, down from $709,882 at 31 December 2025. The Q1 cash balance is $143,778 ahead of the Q1 budget of $523,961, largely reflecting a timing difference: UTS did not invoice 2SER for Q1 wages — inclusive of the December 2025 fortnight that had been accrued but not previously invoiced — until late March 2026, with the resulting payable of $178,983 settled in April 2026. Adjusted for this timing item, the underlying cash position is broadly in line with the budget trajectory.

The full-year 2026 forecast projects a deficit of $(14,105), compared to a budget of $(35,061) — a favourable variance of $20,956. This improvement against budget is driven principally by significant employment cost savings resulting from a staff departure during the quarter and the decision not to fill the position, more than offsetting the material shortfall in sponsorship revenue and the removal of grant-related internal overhead recovery income from the forecast.

Top Risks and Considerations:

- **Strategic and Funding Outlook:** Macquarie University, one of 2SER's two member organisations and its largest grant funder, has confirmed that 2026 will be its final year of operational support. This represents approximately $356,600 in annual funding and is the most significant financial matter facing the organisation beyond the current reporting period. The board is actively considering the organisation's future operating model. Refer to the Corporate Governance section for further details.

Out of scope

- **Sponsorship Revenue:** Corporate sponsorship demand continues to be constrained by market softness. The full-year forecast has been revised to $60,096 against an original budget of $130,000 — a $(69,904) shortfall — and remains the most significant ongoing revenue risk for the current year.

Out of scope

CORPORATE GOVERNANCE

Out of scope

Strategic and Funding Outlook

Macquarie University has confirmed that its operational grant of approximately $356,600 per annum will cease at the end of 2026. This represents approximately 39% of 2SER's current annual core revenue. In response to strong community support for the organisation's continuation, the board is actively considering whether a leaner operating model is viable beyond 2026, supported solely by UTS funding and other revenue sources.

From a financial perspective, the organisation's current net assets of $624,154 and projected year-end cash of $665,528 provide a meaningful buffer to support a transition. Employee leave provisions of $78,390 are already recognised on the balance sheet and netted against equity, and no material redundancy payments beyond accrued entitlements are currently anticipated, limiting the net financial impact of any transition. The board should note that early action to reduce the employment cost base, if a lean model is pursued, would preserve capital and improve the organisation's operating buffer into 2027. Management recommends that the board formally resolve the question of the organisation's future direction as a priority, as this decision will determine the audit basis, employment strategy, and the organisation's ability to plan effectively.

FINANCIAL REPORT — 31 MARCH 2026

The following reports summarising the financial results for the period ended 31 March 2026 are attached:

- Trading Summary and Forecast — Statement of Surplus or Deficit
- Balance Sheet and Forecasted Balance Sheet
- Cash Flow Summary and Forecast

FINANCIAL SNAPSHOT — Q1 31 MARCH 2026

	YTD 31 MARCH 2026			FULL YEAR			
	YTD ACTUAL MAR 26	YTD BUDGET MAR 26	YTD VARIANCE MAR 26	ACTUAL FY 2025	F'CAST FY 2026	BUDGET FY 2026	VARIANCE F'CAST vs BUDGET
Surplus / (Deficit)	(1,932)	(24,126)	**22,193**	(38,551)	(14,105)	(35,061)	20,956
Net Assets	624,154	601,961	**22,193**	626,086	611,982	591,026	20,956
Cash Balance	667,739	523,961	**143,778**	709,882	665,528	770,022	(104,494)

Key Contributors to Budget Variance

The favourable YTD variance of $22,193 and the favourable full-year forecast variance of $20,956 against budget are attributed to the following factors. Variance amounts are rounded to the nearest $100; the Employee Benefits line carries rounding adjustments to ensure totals reconcile exactly.

	MAR 2026 YTD ACTUAL VARIANCE	FORECASTED VARIANCE TO FY 2026 BUDGET
Donations, Subscriber Fees and Merchandise Sales	(1,000)	(1,000)
Other Grants	2,000	2,000
Event Recordings	–	–
Facilities Hire	(500)	(500)
Interest Received	(400)	(400)
Grant Internal Overhead Recovery Revenue	–	(26,700)
Other Income	(400)	(400)
Sponsorship Revenue	(17,400)	(69,900)
Training Revenue	(500)	(500)
Net Project Results	11,600	11,700
Core Operating and Admin Expenses	(12,900)	(14,400)
Employee Benefits Expense	30,893	112,656

IT Expenses	1,700	1,700
Station Operating Costs	9,100	6,700
NET RESULT AND FAVORABLE/(UNFAVORABLE) VARIANCE TO BUDGET	**22,193**	**20,956**

Financial Performance and Variance Analysis

For the quarter ended 31 March 2026, the deficit of $(1,932) represents a favourable variance of $22,193 against the YTD budget deficit of $(24,126). The key contributors are set out below.

- **Employee Benefits Expense — $30,994 favourable (YTD) / $112,686 favourable (full year):** The Q1 employment cost of $127,205 was $30,994 below the budget of $158,198. This reflects two factors:
  i. The budget assumed January 2026 would carry three fortnightly pay periods in full, however a portion of the third fortnight was expensed into December 2025, reducing the Q1 charge; and
  ii. A staff departure during the quarter reduced ongoing salary and on-costs. With no replacement position currently planned, the full-year employment forecast has been revised from $676,356 to $563,669 — a saving of $112,686 against the original budget, which is the primary driver of the improved full-year forecast position.
- **Sponsorship Revenue — $(17,400) unfavourable (YTD) / $(69,900) unfavourable (full year):** Q1 sponsorship receipts of $15,096 were well below the budget of $32,500. Corporate advertising and partnership demand continues to be constrained by broader market softness, compounded by uncertainty around the organisation's strategic direction. The full-year forecast has been revised to $60,096, a $(69,904) shortfall against the original budget of $130,000.
- **Net Project Results — $11,600 favourable (YTD) / $11,700 favourable (full year):** The Music Events project delivered a net contribution of $12,121, broadly on budget. The Podcast Opportunities project generated a net contribution of $10,480 for the quarter, ahead of the Q1 budget of $1,640. This project was substantially completed in 2025 but carried into 2026, resulting in the majority of the recognised income arising in Q1 rather than recognised in 2025. The 2SER Newsroom and Jailbreak CRC projects recorded nil activity against a combined budget outflow of $(2,790), contributing a further $2,790 favourable.
- **Core Operating and Admin Expenses — $(12,900) unfavourable (YTD) / $(14,400) unfavourable (full year):** Administration expenses of $64,014 exceeded the Q1 budget of $51,083. The variance principally reflects the concentration of SGC-related compliance costs in Q1, encompassing the preparation and lodgement of 29 quarters of SGC statements, together with unbudgeted professional fees associated with the preparation of cash runway and solvency analysis in connection with the board's consideration of the timing and commencement of wind-down activities.
- **Station Operating Costs — $9,100 favourable (YTD) / $6,700 favourable (full year):** Station costs of $13,077 were $9,087 below the Q1 budget of $22,164, reflecting the timing of royalty and licence fee payments and lower-than-budgeted AAP Reuters subscription costs. The full-year forecast of $78,263 is $6,737 below the full-year budget of $85,000.
- **Grant Internal Overhead Recovery Revenue — nil (YTD) / $(26,700) unfavourable (full year):** The full-year budget included $26,667 of recovery income expected to arise from a project grant. Given the low probability of securing such a grant and the prevailing uncertainty around the organisation's strategic direction, this line has been excluded from the full-year forecast on a conservative basis.

Balance Sheet

Out of scope

Out of scope

Cash Flow

Out of scope

ABRAHAM PUNNOOSE, CA

25 April 2026

Out of scope

Out of scope

Out of scope

Out of scope

Out of scope

Exploring Future Operating Options Together

DRAFT – FOR INTERNAL DISCUSSION

CONTEXT

Purpose

- To explore potential operating approaches for 2SER's next phase – an interim phase for approx. 12 months from which the station can evolve models for its long-term future
- To support informed, collective discussion
- No decisions are being made at this stage, but initial recommendations to 2SER Board by 11th May and decisions on future state by 25th May.

APPROACH

- A small number of high-level scenarios have been developed
- Each scenario reflects different ways of balancing:
    - Compliance requirements
    - Operational needs
    - Financial sustainability
    - Ability to meet Community commitments
- These are intended as a consultation with staff on future staffing models of the station for discussion and input
- As per Town Hall and Staff discussions, they are based on UTS' continued commitment for the Station, which is underpinned by a belief in, and commitment to, the value of 2SER and its community. Our focus is on creating models that are viable within the funding envelope available.

INPUTS & CONSULTATION SHAPING ALL SCENARIOS

Regulatory & Compliance

- ACMA licence obligations - maintaining broadcast continuity and community access
- ACNC charitable purpose – delivering education and community benefit
- Fair Work Act – ensure employees perform business-critical functions, with volunteers in valued complementary roles

Operational Model

- Volunteer involvement – enabling participation and pathways within station
- Operational resilience – building flexibility across functions
- Governance and supervision – maintaining clear accountability and oversight

Sustainability

- Audience – maintaining reach, relevance and engagement
- Staffing costs - aligning staffing costs with sustainable funding
- Active revenue generation – supporting fundraising, sponsorship and partnership activity

ACMA REQUIREMENTS

Licence Requirements Minimum Capability

COMMUNITY SERVICE	LEGAL & CODE COMPLIANCE	TECHNICAL OPERATIONS	ORGANISATION & GOVERNANCE
• Programming reflects and serves the community of interest • Ongoing community engagement and feedback • Active volunteer participation and access pathways	• Broadcasting Services Act and Community Radio Broadcasting Codes of Practice • Complaints handling and record-keeping • Sponsorship limits and disclosure • Australian music quotas	• Reliable, continuous transmission • Studio and broadcast system integrity • Emergency broadcast capability • Logging and broadcast records	• Not-for-profit status maintained • Functioning Board and oversight • Financial viability • Core policies (complaints, WHS, privacy, programming conflicts, volunteer)

SCENARIO OVERVIEW

High-level Operating Scenarios

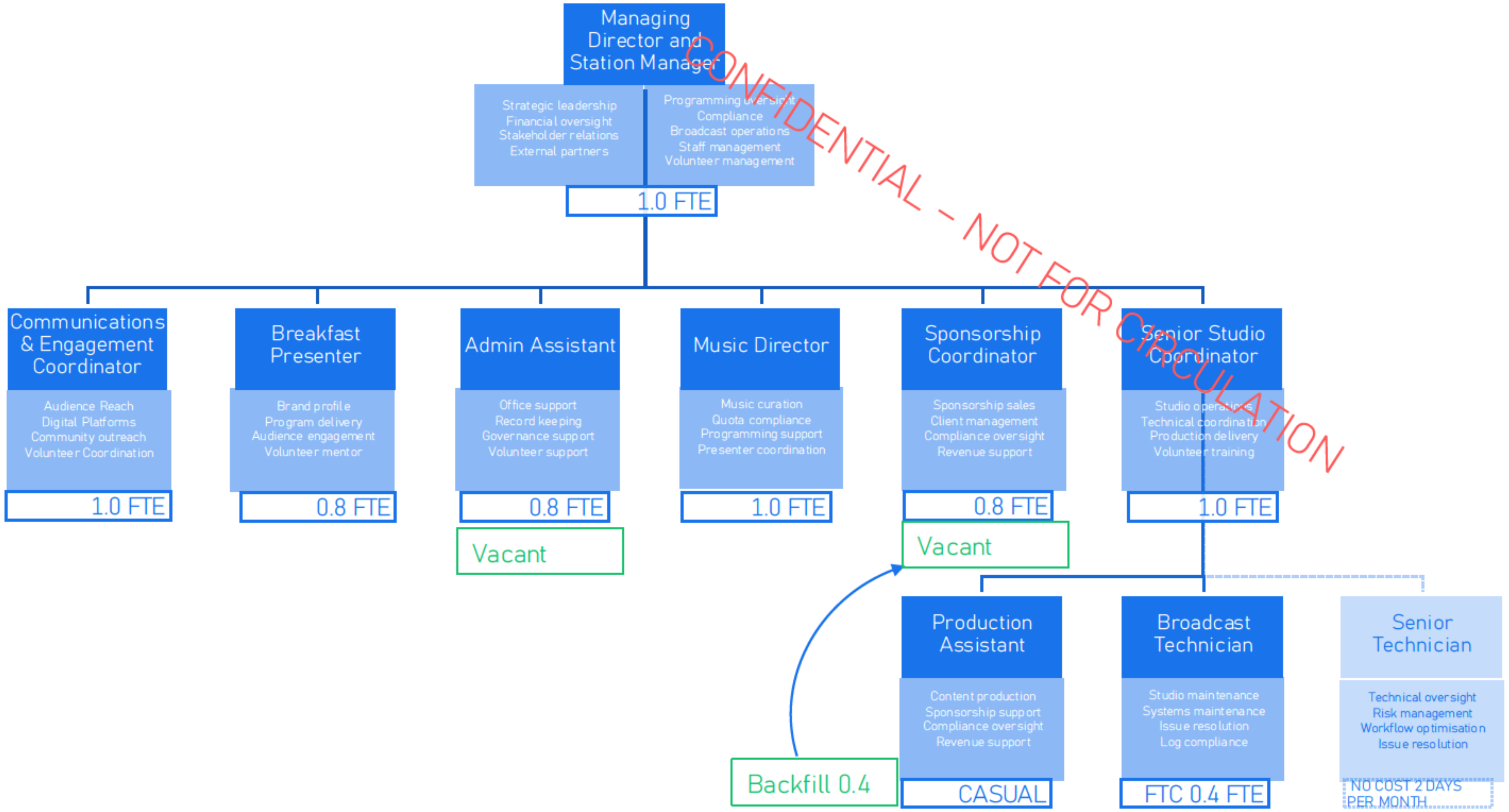
Each scenario varies across; staffing levels and structure, role of volunteers, level of service delivery, revenue expectations.

Trade-offs exist in all models.

No single referred model at this stage

- Current Scenario
- Scenario 1 - TRANSITIONAL MODEL
- Scenario 2 – WORKING GROUP
- Scenario 3 – TBC?

CURRENT SCENARIO: 6.8 FTE



COST

$675k

ACMA

FULL

RESILENCE

HIGH

REVENUE

$1.2M

SCENARIO 1 TRANSITIONAL MODEL: 4.0 FTE (incl 1.0 pro bono / UTS)

Board Chairs: UTS + Independent
PRO BONO

Station Director
Strategic leadership
Change management
Financial oversight
Stakeholder relations
0.2 FTE SET FEE

Station Head
Programming oversight
Broadcast operations
Staff management
Volunteer management
0.8 – 1.0 FTE

Project-based Casuals $20k

Volunteer & Engagement Coordinator
Audience Reach
Digital Platforms
Community outreach
Volunteer Coordination
0.4 FTE

UTS Student & Staff engagement 0.5 (x 3 staff)

Presenter/Programmer
Brand profile
Program delivery
Audience engagement
Volunteer mentor
0.2 FTE

Admin Assistant
Office support
Record keeping
Governance support
Volunteer support
0.4 FTE

Sponsorship Coordinator
Sponsorship sales
Client management
Compliance oversight
Revenue support
0.4 FTE

Broadcast Technician
Studio operations
Studio maintenance
Technical coordination
Issue resolution
Log compliance
0.4 FTE

Senior Technician
NO COST 2 DAYS PER MONTH

COST Est.
$331k

ACMA
TBD

RESILENCE
TBD

REVENUE
$525k

SCENARIO 2 [WORKING GROUP]: 4.8 FTE

STATION LEAD
Programming oversight
Compliance oversight
Broadcast operations
Staff management
Volunteer management
0.4 FTE

Project-based Casuals $20k

Communications & Partnership Coordinator
Audience Reach
Digital Platforms
Community outreach
Sponsorship sales
Client management
Revenue support
1.0 FTE

Programming Lead
On air presentation
Programming support
Presentation support
Brand Profile
Audience engagement
Presenter coordination
Volunteer mentor
1.0 FTE or 2 x 0.5 FTE

Music & Production Director
Music curation
Quota compliance
Programming support
Presenter coordination
1.0 FTE

Broadcast Technician
Studio operations
Studio maintenance
Systems maintenance
Issue resolution
Log compliance
0.4 FTE

Senior Technician
Technical oversight
Risk management
Workflow optimisation
Issue resolution
NO COST 2 DAYS PER MONTH

Admin & Volunteer Coordination
Office support
Record keeping
Operations support
Volunteer support
Volunteer pathways
1.0 FTE or 2 x 0.5 FTE

COST est.
$412k

ACMA
TDB

RESILENCE
TBD

REVENUE
$525k

Indicative Timeline

31st March	Board x 2SER Staff: Initial meeting to update staff on the lack of partners found to replace MQ
14th April	Staff meeting attended by Co-Chair of Board James Bennett
20th April	Town Hall attended by Station Director, Board Co-Chairs Chris Dixon and James Bennett
29th April	2SER Working Group meeting with Board Co-Chair and Station Manager
4th May	2SER Staff meeting to review potential models
5th May	2SER Working Group meeting: share and review models
11th May	2SER Working Group meeting
	2SER Board - review 2-3 operating models that enable the Board to consider whether the station remains in 'material uncertainty'
11th May	- update on UTS support and any other partners or support organisations - Review of legal advice on staff commitments and constitutional changes - review MQ timeline - recommend preferred approach and requests for detail / next steps

Indicative timeline continued

Work that then needs to happen before 25th May:
- Consult with staff on potential impact on roles, including detailed timelines of roles
- Rewrite 2SER Constitution, including confirm involvement or not of UTSActivate
- Finalise 'Controlled Entity' Review of 2SER x UTS and internal approvals
- Plan fundraising campaign in anticipation of board approval
- Finalise MQ departure terms and a new 2SER Board structure

12th May	Update to Working Group and Volunteers - Agree any further modelling detail to take place - Inform press and other partners - Schedule Town Hall for post 26th May
19th May	2SER Working Group meeting UTS Finance Committee Papers due
25th May	**2SER Board Meeting** - last date to move from material uncertainty to 'going concern' - Formal approach to 2SER future ratified and constitutional changes
26th May	2SER Working Group meeting UTS Finance Committee Meets
17th June	UTS Council

NEXT STEPS

Over the next week

- Share this deck with the Working Group for discussion and input
- After reviews by Staff and Working Group
- Incorporate Staff and Working Group's discussion and input
- Refine viable options and present back to staff and Working Group
- Provide further detail for decision making

Staff Entitlements – NES vs Discretionary Settings

2SER has less than 15 staff which means for employee end-of-employment obligations under the National Employment Standards (NES) in the context of a potential wind-up or restructure.

2SER is **legally required** to provide:

- **Minimum notice of termination** (up to 4 weeks + 1 additional week for eligible employees aged 45+), and
- **Annual leave and Long Service Leave**

These NES entitlements are **mandatory minimums.**

The Board may determine **additional discretionary settings above these minimums**, including enhanced redundancy payments, notice approach (worked vs paid in lieu), and any redeployment or transition support. These decisions will directly affect cash requirements, solvency, and timing.

2SER is currently a **separate legal entity**. Further investigation may be required to confirm whether any **associated entity relationships** exist that could impact redeployment obligations or options.

Action:
Board to confirm:

- Whether to provide **NES minimum entitlements only**, or any **enhanced redundancy settings**
- **Notice approach** (work vs pay in lieu)
- Position on **redeployment / associated entity considerations**
- **Timing of decision-making**, noting statutory notice deadlines

8 May 2026

<u>By email</u>

Dear 2SER Board Members

I am writing to confirm the University of Technology Sydney's ongoing support for 2SER to provide as much clarity and certainty as we can to the Board as they resolve the future of this much-loved organisation.

UTS believes in the value of 2SER to its community and, through that, our own ability to serve and connect with that community. From the passion of its student volunteers, the cultivation of sector leading talent and its offering of news, culture and diverse viewpoints, 2SER brings a unique perspective on the things that matter to us in Sydney.

We respect and understand Macquarie University's decision to withdraw its future funding from 2SER. They have been a valued partner to us and the entire 2SER community over nearly half a century. The value of this partnership in establishing, nourishing and supporting 2SER should never be under-estimated, but these are difficult times in the University sector and difficult choices have had to be made by institutions as they seek to fulfil their core missions.

I want to take this opportunity to re-affirm UTS's commitment to 2SER, regardless of the position of any other potential funders. We want 2SER to survive and I appreciate the Board's work to explore options for other funders to fill the funding gap left by Macquarie's departure. Regrettably and despite your best efforts, this has not come to a tangible offer within the timeline available.

I can assure the Board that UTS will continue to provide its current levels of financial and in-kind support, provided the Board can demonstrate a viable and legally compliant working model within this funding envelope. In exploring a new operating model, UTS understands the Board will also consider a governance arrangement with greater community and student representation. I welcome this and look forward to reviewing the possible options and how these might align with any revisions to the station's constitution and legal status.

We understand additional funding may be required to transition to a new operating model and we are willing to consider additional one-off financial assistance once the preferred model and path forward become clearer. We will also continue to act as the financial backstop for liabilities of the company should it run into deficit in any given year.

Our ongoing commitment to 2SER is grounded in the learning opportunities it offers our student volunteers and for showcasing UTS research and innovation within the 2SER community. We will continue supporting our academic staff to facilitate these important activities.

We know that the community is a passionate, creative and innovative one and we are sure that with the backbone of UTS's financial commitment and the leadership of the Board an exciting new chapter for the station lies ahead.

Yours sincerely

Out of scope

Professor Andrew Parfitt
Vice-Chancellor and President

2SER – Phase 1 Transition Engagement Proposal
Rapid Diagnostic & Integration Framework

1. Context

2SER is operating within a compressed and time-critical window leading to Board consideration on 25 May 2026.

This engagement is intended to support and inform that process.

The work will provide a structured, evidence-based foundation to enable the 2SER Board, in alignment with UTS governance structures, to make a clear and confident determination regarding the organisation's immediate and future position.

At present, two future primary operating models are under consideration:

- a financially balanced management model, focused on aligning cost with confirmed funding
- a capability-led working group model, focused on retaining operational continuity and cultural value

Each reflects a valid priority.

The requirement now is not comparison, but integration — establishing a viable pathway that aligns financial sustainability, operational capability, and institutional obligations and compliance requirements.

2. Objective of Phase 1 (Rapid Diagnostic & Integration)

To establish, within a two-week timeframe:

- a clear and shared understanding of 2SER's current financial, operational, and compliance position
- structured alignment across management, working group, and governance inputs
- a decision-ready Transition Diagnostic & Integration Framework
- a credible evidence basis for Board determination on 25 May

3. Foundational Framing

This engagement is grounded in the established framework that 2SER operates across three interdependent dimensions:

✓ Financial capital — viability, cost structure, revenue
✓ Institutional capital — governance, licence, regulatory compliance
✓ Cultural/social capital — staff capability, volunteers, identity, audience

The purpose of this phase is to ensure these are held in balance — not resolved in isolation.

This work recognises that different stakeholder groups are responding to different forms of risk.

The purpose of the diagnostic is to bring these into a single, structured frame to support balanced and informed decision-making.

4. Scope of Work

This Phase 1 engagement will operate across five integrated workstreams:

4.1 Financial Position & Immediate Viability

The financial review will focus on current position, and on forward viability and risk exposure. This includes:

- current income, expenditure, and cash flow position (2026 budget baseline)
- confirmed funding commitments through to end of calendar year
- assessment of cost structure relative to available funding
- identification of immediate financial obligations and constraints

Critically, this work will examine:

- the organisation's capacity to demonstrate going concern status
- the extent to which current and projected funding supports operations into 2027
- implications for audit sign-off and institutional confidence

This is a central issue. The ability to demonstrate forward financial viability is directly linked to governance, regulatory compliance, and decision-making at Board level.

The output will include:

- clearly defined short-term financial options
- identification of risks associated with each scenario and stage of implementation
- alignment between financial position and proposed operating models

4.2 Operating Model & Capability Assessment

- Mapping of current roles, functions, and interdependencies
- Identification of essential capability required for operational continuity
- Assessment of impacts under both proposed models
- Initial definition of a Transitional Operating Model
- review current position descriptions and functional responsibilities, and map these against proposed fractional staffing levels, identifying what functions are:
  - retained
  - reduced
  - reconfigured
  - removed

  under each scenario

This will enable a clear articulation of:

- what is sustained within each model
- what is compromised
- and where operational or governance risk is introduced

This ensures that staffing decisions are understood not only in financial terms, but in terms of their impact on capability, continuity, and accountability.

4.3 Governance, Compliance & Regulatory Alignment

- Review of governance pathways and decision sequencing
- Confirmation of Board requirements leading to 25 May 2026
- High-level compliance check, including:
    - ACMA licence considerations
    - ACNC obligations (where applicable)
- alignment between proposed operating models and regulatory expectations

This ensures that any proposed pathway is not only viable, but compliant and defensible.

4.4 Risk Identification & Management Framework

Given the current context, a clear articulation of risk is essential.

This work will identify and frame risk across three dimensions:

Financial & Institutional Risk

- inability to demonstrate going concern status
- exposure to funding shortfall beyond 2026
- governance and audit implications
- regulatory and licence renewal considerations

Operational Risk

- loss of critical capability through staffing reduction
- breakdown of interdependent functions
- reduced capacity to deliver programming and training
- misalignment between fractional staffing levels and required functional accountability

Social & Cultural Risk

- loss of institutional knowledge and continuity
- erosion of volunteer and community engagement
- damage to audience trust and sector reputation

These risks are not abstract — they are already influencing behaviour:

- Institutional stakeholders are responding to financial and governance risk.
- Staff, volunteers, and supporters are responding to cultural and continuity risk.

The purpose of this framework is to:

- make these risks visible and comparable
- assess their relative impact
- inform balanced decision-making

4.5 Model Integration (Structured Reconciliation of Current Proposals)

This phase will work directly with the existing operating positions. The work will:

- take both the financially balanced management model and the capability-led working group model as inputs
- test underlying assumptions across financial, operational, and risk dimensions
- identify points of alignment and divergence
- facilitate structured engagement between key stakeholders

The purpose is the disciplined integration of these positions into a single, viable Transitional Operating Model.

4.6 Stakeholder Alignment & Communications Reset

- Targeted engagement with management, working group, and key stakeholders
- Summary clarification of internal and external stakeholder positions and expectations
- Establishment of a clear internal and external communications approach
- Alignment of messaging leading into Board consideration

5. Methodology

The engagement will be delivered through:

- targeted document and detailed actual financial review
- structured one-on-one interviews
- small, focused working sessions
- rapid synthesis and iteration
- direct engagement with the Chair and nominated governance representatives

This is an active coordination and integration role, not a passive review.

6. Key Deliverable

At the conclusion of the two-week engagement:

Transition Diagnostic & Integration Framework (Board-Ready)

Including:

- ✓ State of Play Summary
- ✓ Financial Position & Immediate Options
- ✓ Operational Capability Assessment
- ✓ Governance & Compliance Alignment Summary
- ✓ Integrated Transitional Operating Model (initial form)
- ✓ Prioritised Stabilisation Actions
- ✓ Defined Decision Pathways for Board Consideration
- ✓ Communications Framework
- ✓ Clear timelines, milestones, and accountabilities

7. Outcomes

This phase will deliver:

- ✓ clarity and integration in place of competing narratives and positions
- ✓ confidence for governance decision-making
- ✓ a credible basis for ongoing partner and funder engagement
- ✓ a coherent and aligned relationship between institutional governance and the community, staff, and stakeholder base supporting 2SER

It converts current analysis and discussion into a structured and actionable position.

8. Timing

Commencement: Immediate (from Monday)

Duration: 2 weeks (10 working days)

Completion: Prior to Board consideration on 25 May 2026

9. Role & Positioning

This engagement operates as a Transition Lead / Change Manager function that is responsible for:

- ✓ coordinating inputs across financial, operational, and stakeholder domains
- ✓ structuring the integration of existing models
- ✓ aligning stakeholders to a single shared and mutually understood process
- ✓ delivering a decision-ready framework for governance.

10. Fee Proposal

S.14, cl.4(d)

11. Closing Position

This is a time-critical engagement.

Its value lies in creating the conditions for a clear, confident, and aligned Board decision on 25 May 2026 that respects all stakeholders and establishes a sound and sustainable pathway for the future of 2SER.

Anthony (Tony) Duke

ABN 4834 183 2536

Out of scope

Out of scope

Out of scope - Pages 46 to 51

From: Jenny Kendrick
To: Chris Dixon; James Bennett; Alana Piper; Tess Lea; Geraldine Cremin; Anna Bedford; Cheryl Northey; Cheryl Northey
Cc: Rebecca Simunic
Subject: [EXTERNAL] Re: 2SER Board Meeting 2 - 2026
Date: Monday, 11 May 2026 10:00:42 AM
Attachments: Outlook-Macquarie .png
Outlook-Macquarie .png
Duke 8 May Phase 3 2SER UTS.pdf
Duke 8 May Phase 2 proposal 2SER UTS.pdf
2SER model.pdf
2SER contemporary context.pdf

This message needs your attention

- Some Recipients have never replied to this person.

Mark Safe   Report

Want to know more?
thinksecurely.uts.edu.au

Good Morning,

Please see some additional papers from the weekend.

1. Phase 2 and phase 3 Transition Engagement Proposal (Phase 1 was included in the board papers circulated on Friday).
2. 2SER Model and 2SER Contemporary Context - which will be presented by Liz Giuffre and Paula Kruger from 2:30 to 3:00pm

Many thanks,
Jenny

Jenny Kendrick
Strategic Program Manager
Faculty of Arts | B746 25 Wally's Walk,
Macquarie University, NSW 2109, Australia
M: Out of scope

Macquarie University is located on the land of the Wallumattagal clan of the Dharug people. We pay respects to the Elders and knowledge holders who have, and continue to share their wisdom and knowledges, nurturing and sustaining our environments, cultures and education.

From: Jenny Kendrick
Sent: Friday, 8 May 2026 3:35 PM
To: Chris Dixon ; James Bennett ; Alana Piper ; Tess Lea ; Geraldine Cremin ; Anna Bedford ; Cheryl Northey ; Cheryl Northey
Cc: Rebecca Simunic
Subject: 2SER Board Meeting 2 - 2026

Good Afternoon 2SER Board Members,

Please find attached the board papers for our second meeting for the year on Monday 11 May 2026. There have been a few late additions, so I appreciate your understanding regarding the timing of this distribution.

This will be a hybrid meeting, you can attend online or at Macquarie University (location details are in the invite). If you plan to be here in person, please let me know if you would like a coffee by 10am Monday 11 May.

Many thanks,
Jenny

Jenny Kendrick
Strategic Program Manager
Faculty of Arts | B746 25 Wally's Walk,
Macquarie University, NSW 2109, Australia
M: Out of scope

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2SER – Phase 3 Transition Engagement Proposal

Consolidation, Embedding & Transition Handover Framework

1. Context

Following the Phase 2 Stabilisation and Transitional Implementation period, and subject to the establishment of a stable operating position through Phase 2, 2SER will enter a phase of consolidation and forward alignment.

At this stage:

- the Transitional Operating Model is in place
- operational stability has been achieved
- financial and stakeholder confidence has been established

The focus of Phase 3 is to consolidate these gains, embed sustainable practices, and transition responsibility fully back to the ongoing management and governance structure.

2. Purpose of Phase 3

To consolidate the outcomes of the transition process, embed stable operational and governance practices, and support the structured handover from transition leadership to the established management framework.

3. Core Objectives

Phase 3 will deliver:

- consolidation of the Transitional Operating Model into a sustained operating framework
- embedding of role clarity, systems, and accountability structures
- sustained strengthening of financial and stakeholder confidence
- alignment of operations with forward planning cycles (including the 2027 and 2028 horizon)
- structured transition and withdrawal of the transition leadership function

4. Scope of Work

The Phase 3 engagement will operate across four integrated workstreams:

4.1 Operational Consolidation

- confirm and stabilise the operating model in its ongoing form
- reinforce clarity of roles, responsibilities, and reporting structures
- support management in assuming full operational leadership

- ensure continuity of programming, coordination, and internal processes

This work ensures that operational stability achieved in Phase 2 is sustained without ongoing intervention.

4.2 Systems & Capability Embedding

- embed working practices established during transition
- support development of internal capability across management and staff
- ensure key functions are understood, documented, and transferable
- reinforce accountability structures across roles and functions

This work moves the organisation from supported operation to self-sustaining operation.

4.3 Financial & Stakeholder Continuity

- support ongoing development of revenue and funding pathways
- reinforce external relationships with donors, partners, and stakeholders
- align financial planning with forward operating cycles
- support communication of progress and stability to external audiences

This work ensures that financial and stakeholder confidence established during transition is maintained and extended.

4.4 Governance Alignment & Handover

- support alignment of management reporting with governance expectations
- ensure ongoing Board visibility and confidence
- assist in embedding structured reporting and decision pathways
- progressively transition responsibility from transition leadership to management

This work ensures that governance confidence is sustained without reliance on transitional oversight.

5. Methodology

The engagement will be delivered through:

- targeted support to management and key staff
- scheduled governance engagement and reporting alignment
- focused working sessions on specific operational and strategic areas
- ongoing availability to address emerging operational and stakeholder issues as they arise
- progressive reduction in direct intervention as capability is embedded

This phase is characterised by decreasing intensity of direct involvement and increasing internal ownership.

6. Key Deliverables

The outcomes of Phase 3 will be demonstrated through:

- a stable and sustained operating model functioning independently
- clearly embedded roles, systems, and accountability structures
- ongoing financial and stakeholder engagement pathways
- aligned governance reporting and oversight processes
- a structured and complete transfer of responsibilities

7. Outcomes

By the conclusion of Phase 3:

- 2SER will be operating as a stable and self-sustaining organisation
- management and staff will hold full operational and functional responsibility
- governance confidence will be maintained through established structures
- financial and stakeholder engagement will be ongoing and structured
- the organisation will be positioned for forward planning into the next operational cycle

8. Timing

Commencement: Early October 2026

Duration: Through to end February 2027

Engagement Level: Approximately 3 days per week (averaged)

Indicative Total: ~48–52 days across the period

The engagement structure allows for flexibility across:

- holiday periods
- reduced operational activity over summer
- variable intensity based on organisational need

9. Role & Positioning

This engagement operates as a Transition Lead (Consolidation & Handover Phase)

Responsible for:

- supporting consolidation of transition outcomes
- embedding operational and governance practices

- facilitating transfer of responsibility to management
- ensuring a complete and structured exit from the transition process

10. Fee Structure

To be finalised based on agreed engagement structure.

Indicative basis:

- part-time engagement (approx. 3 days per week averaged)
- total duration aligned to consolidation and handover period
- structured as a monthly or staged fee arrangement

11. Conditionality

This proposal is contingent upon:

- successful completion of Phase 2
- establishment of a stable Transitional Operating Model
- agreement on scope and engagement structure

The focus and sequencing of work may be refined based on outcomes of earlier phases.

12. Closing Position

Phase 3 completes the transition process.

Its purpose is to ensure that the work undertaken through Phases 1 and 2 results in a stable, sustainable, and independently operating organisation, positioned for continuity and development.

Anthony (Tony) Duke

ABN 4834 183 2536

Out of scope

Out of scope

2SER – Phase 2 Transition Engagement Proposal

Stabilisation, Activation & Transitional Implementation Framework

1. Context

Following the Phase 1 Rapid Diagnostic & Integration process, and subject to Board determination on 25 May 2026, 2SER will enter a critical transition period.

This next phase will involve:

- implementation of the agreed Transitional Operating Model
- stabilisation of operations under revised parameters
- restoration of confidence across governance, staff, volunteers, and stakeholders
- active management of financial and organisational pressures.

This engagement supports the translation of the Board's determination into a coherent, functioning, and sustainable operational reality.

2. Purpose of Phase 2

To stabilise 2SER's operations, implement the agreed Transitional Operating Model, and establish financial, organisational, and stakeholder confidence sufficient to sustain the organisation through the immediate transition period.

3. Core Objectives

Phase 2 will deliver:

- ✓ stable operational delivery under the agreed model
- ✓ clear role definition and functional alignment across staffing
- ✓ activation of short-term financial support pathways
- ✓ consistent and aligned communication across all stakeholder groups
- ✓ sustained confidence in the organisation's direction and viability

4. Scope of Work

The Phase 2 engagement will operate across four integrated workstreams:

4.1 Operational Stabilisation

- ✓ implement the agreed Transitional Operating Model in practice
- ✓ define and confirm roles, responsibilities, and reporting relationships
- ✓ align staffing configuration with identified functional requirements
- ✓ support staff and volunteers through role transition and change
- ✓ ensure continuity of programming, coordination, and broadcast delivery

This work establishes a stable operational base aligned to both organisational requirements and available resources.

4.2 Financial Activation & Resource Mobilisation

Activate short-term financial support pathways, including:

- ✓ pledged contributions
- ✓ donor engagement
- ✓ targeted fundraising initiatives
- ✓ structure, prioritise, and sequence funding opportunities
- ✓ align messaging to support external engagement and financial confidence
- ✓ support development of diversified revenue pathways

This work enables the mobilisation of financial support required to sustain operations through the transition period and beyond.

4.3 Stakeholder Alignment & Communications

Establish a structured communication approach across:

- ✓ Board and governance
- ✓ management
- ✓ working group
- ✓ staff and volunteers
- ✓ define communication channels, cadence, and responsibility
- ✓ ensure consistent messaging across all stakeholder groups and general public including the 2SER listening audience
- ✓ support active engagement and feedback during transition

This work restores a coherent and aligned relationship between institutional governance and the community, staff, and stakeholders supporting 2SER.

4.4 Governance Interface & Implementation Support

- ✓ maintain alignment with Board expectations and governance requirements
- ✓ provide regular structured reporting to the Chair and nominated representatives
- ✓ support ongoing Board decision-making as implementation progresses
- ✓ ensure all actions remain aligned with institutional and regulatory expectations

This work ensures that the Board's determination is translated into an operational position that is clear, coordinated, and sustainable.

5. Methodology

The engagement will be delivered through:

- coordinated oversight of implementation activities across all workstreams

- structured working sessions with management, staff, and stakeholders
- ongoing engagement with governance representatives
- iterative adjustment of actions in response to emerging issues
- direct involvement in resolving operational, financial, and stakeholder challenges

This phase is delivery-focused, evidenced through:

- ✓ agreed changes are implemented in practice
- ✓ roles and structures are established and functioning
- ✓ communication is active and consistent
- ✓ financial pathways are initiated and progressing

6. Key Deliverables

The outcomes of Phase 2 will be demonstrated through:

- a functioning Transitional Operating Model operating in practice
- stable delivery of programming and operational coordination
- clearly defined and implemented staffing roles and responsibilities
- activated and progressing financial support and revenue pathways
- aligned stakeholder communication and engagement structures
- structured reporting to support ongoing governance oversight

7. Outcomes

By the conclusion of Phase 2:

- ✓ 2SER will be operating within a stable and coherent transitional framework
- ✓ financial support pathways will be active and contributing to operational viability
- ✓ stakeholder alignment will be strengthened across governance and community
- ✓ confidence in the organisation's direction and sustainability will be clearly established
- ✓ the organisation will be positioned to move beyond immediate instability toward longer-term continuity

8. Timing

Commencement: Following Board determination (post 25 May 2026)

Duration: Late May to end September 2026

Engagement Level: Approximately 3 days per week

Indicative Total: ~48–52 days across the period

Indicative monthly fee to be aligned with agreed engagement structure.

9. Role & Positioning

This engagement operates as a Transition Lead / Implementation Lead, responsible for:

- ✓ coordinating implementation across operational, financial, and stakeholder domains
- ✓ aligning all workstreams to a single, integrated process
- ✓ ensuring continuity between Phase 1 outcomes and operational delivery
- ✓ maintaining alignment between governance expectations and operational reality

10. Fee Structure

To be finalised based on agreed engagement structure.

Indicative basis:

- part-time engagement (approx. 3 days per week)
- total duration aligned to transition period
- structured as a monthly or staged fee arrangement

11. Conditionality

This proposal is contingent upon:

- Board determination to continue operations
- confirmation of the Transitional Operating Model
- agreement on engagement scope and structure

The focus and sequencing of work may be refined based on Phase 1 outcomes.

12. Closing Position

Phase 2 represents the critical step in translating decision into stability. Its purpose is to ensure that the Board's determination results in a functioning, aligned, and sustainable operational position for 2SER.

Anthony (Tony) Duke

ABN 4834 183 2536

Out of scope

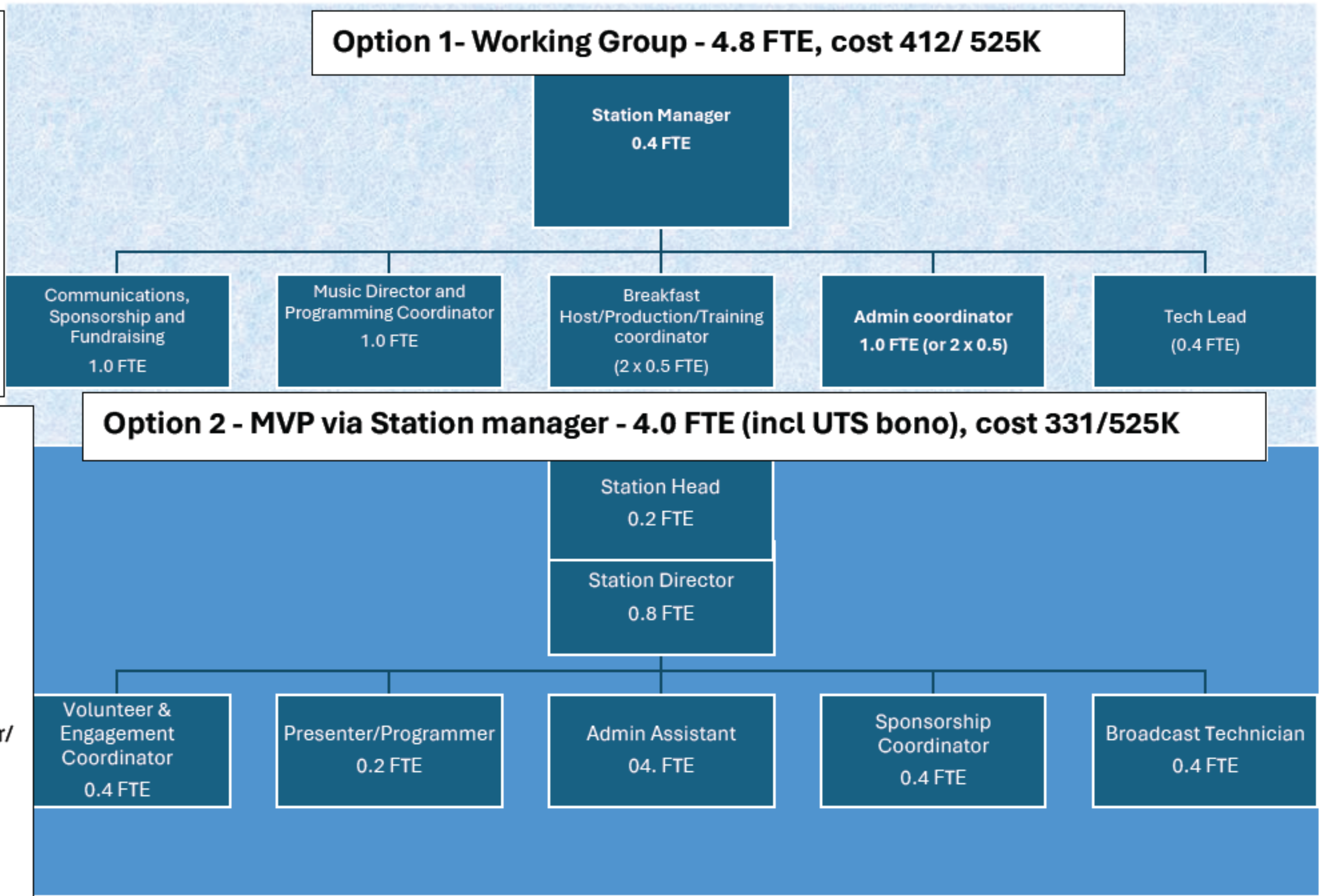
Out of scope

525K revenue assumes UTS contribution (325k) plus self-raised revenue (200K)

RISK:-
Staff costs (short term fundraising to cover)

Governance support (to be supported by UTS Pro Bono/Alumni)

Reputation damage



RISK:-
Non-compliance with Fair Work (critical functions); ACMA and ACNC (continuity and community access/benefit; quota; sponsorship)

Significant loss of audience and volunteer/ student involvement

Critical Programming and operational interference

No fundraising capacity
Reputational damage

INPUTS & CONSULTATION SHAPING ALL SCENARIOS

Regulatory & Compliance

- ACMA licence obligations - maintaining broadcast continuity and community access.
- ACNC charitable purpose – delivering education and community benefit.
- Fair Work Act – ensure employees perform business-critical functions, with volunteers in valued complementary roles

Operational Model

- Volunteer involvement – enabling participation and pathways within station.
- Operational resilience – building flexibility across functions.
- Governance and supervision – maintaining clear accountability and oversight.

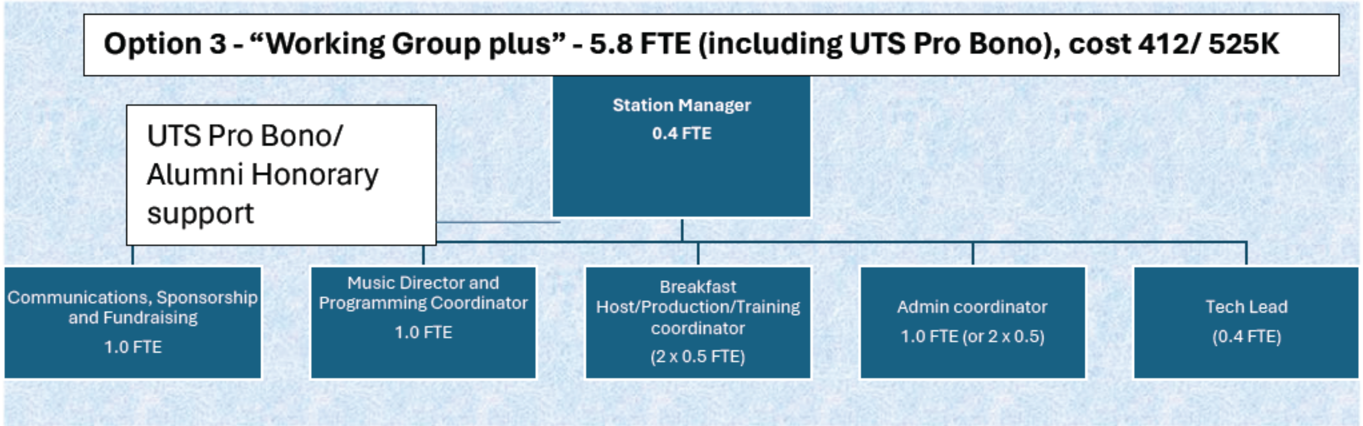
Sustainability

- Audience – maintaining reach, relevance and engagement.
- Staffing costs - aligning staffing costs with sustainable funding
- Active revenue generation – supporting fundraising, sponsorship and partnership activity.

ACMA REQUIREMENTS - Licence Requirements Minimum Capability

COMMUNITY SERVICE	LEGAL & CODE COMPLIANCE	TECHNICAL OPERATIONS	ORGANISATION & GOVERNANCE
- Programming reflects and serves the community of interest - Ongoing community engagement and feedback - Active volunteer participation and access pathways	-Broadcasting Services Act and Community Radio - Broadcasting Codes of Practice -Complaints handling and record-keeping -Sponsorship limits and disclosure -Australian music quotas	-Reliable, continuous transmission -Studio and broadcast system integrity -Emergency broadcast capability - Logging and broadcast records	-Not-for-profit status maintained -Functioning Board and oversight -Financial viability - Core policies (complaints, WHS, privacy, programming conflicts, volunteer)

525K revenue assumes UTS contribution (325k) plus self-raised revenue (200K)



Risks mitigated with this model (which combines elements of Option 1 and 2):

- **Compliance with Fair Work** by ensuring employees perform business-critical functions, with volunteers in valued complementary roles. This model proposes core employees are maintained (as far as is reasonably practicable) to enable smooth **continued business-critical** functions are possible. **Keeping as many existing employees as is practical will minimise time or money lost in onboarding or handover**; as well as **minimising loss of business and cultural relationships**. The **financial investment to keep these staff is easily covered by streamlining administration costs**.

- **Clear support** from the UTS Pro Bono/Alumni honorary role(s) to **ease pressure on station management and the Board**. This role can be **fulfilled by experts from across the university** including **media law, business, training, strategy, and accounting**.

- **Mitigated reputational damage**, with **current volunteers supported without interruption** and with **swift ability to take on new revenue streams** including EOFY donations, radiothon boosted by upswing in public/media interest. Support by Pro Bono.

- **Sustained audience** and **active revenue generation**, maintained social cultural capital and maintained financial relationships. This model also allows the station to quickly **capitalise on interest from NSW Arts Minister, Music NSW, Creative Arts Grants** and **Federal Government News Innovation Fund opportunities**; as well as **grant opportunities from Philanthropic organisations** with a social cohesion and civics education focus (eg Scanlon Foundation and Susan McKinnon Foundation).