



# **Monaro Community Radio**

## **Business Plan 2021– 2025**

Table of Contents

The Documents Purpose:..... 5

Strategic Profile:..... 6

    MCR Vision – Our Overall Objectives..... 6

    MCR Mission Statement - Our Purpose ..... 6

    MCR Strategic Objectives - Our Main Goals..... 6

Issues Profile: ..... 7

Marketing Profile ..... 8

    Overview ..... 8

    MCR Products and Services ..... 8

    MCR Customers, Suppliers and Stakeholders ..... 9

    MCR Business Sponsorship Strategy ..... 10

    Business Sponsorship Price Strategy versus Competition ..... 10

    Listener Audience..... 11

    Community Relations Strategy..... 11

Promotion and Income Generation ..... 12

    Promotion Strategy for the Station ..... 12

    Promotion Strategy for Sponsorship..... 12

    Fund Raising Strategy for the Station ..... 13

Operational Profile..... 13

    Organisation Legal Structure..... 13

    Executive and Committee Structure ..... 14

    Organisation Assets, Facilities and Resources ..... 15

GOALS..... 15

    Goal 11 ..... 15

    Goal 6 ..... 15

    Goal 16 ..... 16

    Goal 18 ..... 16

    Goal 19 ..... 16

    Goal 20 ..... 16

Appendix A - Monaro Community Radio Inc. Constitution ..... 17

    Part 1 Preliminary ..... 17

        Definitions ..... 17

    Part 2 Membership ..... 17

        3 Nomination for membership ..... 18

4 Cessation of membership ..... 19

5 Membership entitlements not transferable ..... 19

6 Resignation of membership ..... 19

7 Register of members ..... 19

8 Fees and subscriptions ..... 20

9 Members’ liabilities ..... 21

10 Resolution of disputes ..... 21

11 Disciplining of members ..... 21

12 Right of appeal of disciplined member ..... 22

Part 3 The Committee ..... 23

13 Powers of the committee ..... 23

14 Composition and membership of committee ..... 23

15 Election of committee members ..... 23

16 Secretary ..... 24

17 Treasurer ..... 25

18 Casual vacancies ..... 25

19 Removal of committee members ..... 25

20 Committee meetings and quorum ..... 26

21 Delegation by committee to sub-committee ..... 27

22 Voting and decisions ..... 27

Part 4 General Meetings ..... 28

23 Annual general meetings—holding of ..... 28

24 Annual general meetings—calling of and business at ..... 28

25 Special general meetings – calling of ..... 29

26 Notice ..... 29

27 Quorum for general meetings ..... 30

28 Presiding member ..... 30

29 Adjournment ..... 30

30 Making of decisions ..... 31

31 Special resolutions ..... 31

32 Voting ..... 31

33 Appointment of Proxies ..... 32

34 Postal ballots ..... 32

Part 5 Miscellaneous ..... 32

35 Insurance ..... 32

36	Funds - source .....	32
37	Funds—management .....	32
38	Change of name, objects and constitution .....	33
39	Custody of books etc .....	33
40	Inspection of books etc .....	33
41	Service of notices .....	33
42	Financial year.....	34
	Appendix 1 (Clause 3 (1)) Application for Membership of Association .....	35
	Appendix 2 (Clause 33 (2)) Appointment of Proxies .....	36
	Appendix B Management Structure .....	37
	Appendix C - Management Committee Position Roles .....	38
	President (Executive) .....	38
	Vice President (Executive).....	38
	Secretary (Executive).....	38
	Treasurer (Executive) .....	39
	Assistant Secretary .....	40
	Publicity Officer.....	40
	Public Officer.....	40
	Programming Co-ordinator .....	40
	Community Announcements Co-ordinator .....	41
	Librarians (Cooma and Nimmitabel) .....	41
	Fundraising Co-ordinator .....	41
	Technical Officers .....	42
	Studio Supervisors (Nimmitabel and Cooma).....	42
	Sponsorship Co-ordinator .....	43
	Appendix D – 2MNO Goals .....	44

## The Documents Purpose:

To provide a vision and direction for Monaro Community Radio (MCR) which will enable the committee and membership to continue to serve the community and audience effectively.

To enable the members and its sponsors to understand the organisation and structure required to ensure the organisation's ongoing success

To provide an overview of the aims, structure and objectives for the marketing, operations and financing of the organisation

To show the relationship with the community, stakeholders and other relevant organisations with which the committee and Monaro Community Radio activities will impact or interact

To provide a view of the development of the Monaro Community Radio over the next five years in accordance with station Goals and more specifically Goals identified and agreed upon as priorities.

## Strategic Profile:

### MCR Vision – Our Overall Objectives

To have Monaro Community Radio Inc continue to assist the cultural, economic and social development of the Monaro and Snowy region, and to maintain the service to the diverse community that is our audience.

### MCR Mission Statement - Our Purpose

**2MNO Monaro FM** Community Radio is committed to servicing the community by providing quality music and local current affairs via our dedicated team of volunteer presenters and technicians. It is our Policy to broadcast responsible and correct information and pleasing musical genres at all times. We believe that good music and local information courtesy of our valued sponsors and contributors is the right of every listener, and we are dedicated to this process twenty-four hours a day, seven days a week.

### MCR Strategic Objectives - Our Main Goals

The future:

The next five years is seen as a period of consolidation, firmly built on a proven reliable structure. Transmission and studio equipment will be progressively updated as finances and grants may permit so that the reliability of service is maintained to the highest standard possible.

To look at reintroducing outside broadcasts as a means of publicising 2MNO.

To further develop better methods of training so that presenters are better informed and trained on the use of all the technical equipment in the studio.

To apply for grant funding to install grid connect solar panels on the roof of the Cooma studio to assist with offsetting electricity costs

To hire a private contractor to inspect 2MNO aerials and cables on the Mt Emerald mast to ensure that they are functioning at their optimum and, if not, they are to replace what needs to be replaced as well as making adjustments that may have to be made

To install colourbond wall sheeting to the back wall of the studio in Binalong Street as well as put in bats to improve insulation.

To compile a complete asset register of all station assets and to develop an asset maintenance and staged replacement program.

(See Goals attachment sheets for greater analysis)

## Issues Profile:

### **Strengths – internal**

The diversity of qualifications, knowledge and skills that members bring to the team.

No debt level

Studio and transmission locations offer sound operating conditions with reasonable coverage of the allowed service levels by authorities involved.

Cohesive, cooperative and enthusiastic team.

Most members demonstrate strong commitment by giving valuable time and effort as presenters.

Happy, fun loving people on the team.

Technical backup from members.

MCR is the sole community broadcaster.

Some support from the Snowy Monaro Regional Council.

Some support from the community, State and Federal members of parliament.

Geographic site for the main transmitter subject to linkage.

### **Weaknesses internal to the organisation which may impede our sustainability**

Reliance of off-site technical expertise

Age of equipment and tower conditions

Funding – reliance on fund raising and volunteers to cover

Lack of on-site maintenance (no standby equipment to cover problems) but we are currently working on this.

Lack of effective training processes/procedures

Lack of standby presenters

Lack of recruitment in the younger age bracket, particularly in the technical area

Incomplete procedures and policies manual – most policies are written and are on the web page

### **Opportunities**

Capitalising on Regional growth

Access to grants from CBF, CBAA, Government and other sources

Recruiting young members with an interest and commitment to community service with consideration to our location and closeness to schools.

### **Threats**

Ageing members

Climate and weather conditions regarding outside equipment

Potential exposure to vandalism, (but not considered serious)

Continued high electricity costs running 4 transmitters

Dependence on good fellowship to use tower site at Mt Emerald as primary transmitter.

## **Marketing Profile**

### **Overview**

#### **Target Markets**

The listening audience in the Monaro Region

The wider community

The business community of the Region for Sponsorship

Outer area businesses in the region not as supportive with regard to Sponsorship

#### **Competition**

The broadcasting market of the Monaro region, which includes relays from various networks of the ABC, plus two commercial radio stations

The advertising market includes the print media, the commercial radio stations and the Snowy Mountains TV, plus specialist publications both internal and external to the region

#### **Competitive Advantage**

The radio station of 2MNO affords a true programming alternative to other broadcasting services in the region due to the wide range of content that reflects the diversity and the audience need for variety, range and depth in music and information.

The programming is designed to appeal to all sectors of the community.

Efficient low cost operation that allows sponsorship rates to be more than competitive and attractive to local and external businesses.

## **MCR Products and Services**

### **Current Products**

Music programs for special market tastes e.g. rock and roll, country, blues, classical, local



and Australian artists.

Emphasis on Australian music performance, content and artists.

Weather updates, snow reports and road conditions in winter.

Community information and announcements e.g. coming events, cultural happenings, exhibitions, funerals, displays, sports reports and agricultural shows in season.

Promotional and visitor information on the regions events and coming attractions.

Emergency broadcasting should the situation arise.

Sponsorship at better than competitive rates.

Special needs programs e.g. Cooma Challenge Presenters, Book Reading.

Fund raising at local community events.

Streaming on the Internet as a broadcast and promotional tool.

Website.

### ***Future Products***

Outlet for other programs (locally, regionally and nationally)

Programs to promote local business activity

Outside Broadcasts (in sponsor premises, and other venues)

Educational projects associated with radio operations and production

Involve schools with radio presentation and programming

Involvement of young people as members

Interviews with local identities

Workshops/Training internal and outside professionals/

Merchandising (caps, tee shirts, magnets, stubby holders, etc)

## **MCR Customers, Suppliers and Stakeholders**

### **Customers**

Program and Radio Station Sponsors

- Local Businesses
- Community Organisations
- Local Service Clubs (Lions, Rotary, Chambers of Commerce
- Other organizations.

Residents of the Monaro and Snowy Mountains who are listeners

Visitors to the Region

Independent Artists  
NSW Rural Fire Service  
SES  
Advertising Agencies

***Current or future suppliers of services or product***

Equipment and resource suppliers  
Musicians / Artists  
Origin energy  
Exetel

***Other stakeholders***

Australian Media and Communications Authority  
Members of Monaro Community Radio  
Community Broadcasting Association of Australia  
Community Broadcasting Foundation  
State and Federal Government and Government Agencies  
Media  
Snowy Monaro Regional Council  
Presenters / Broadcasters  
Snowy Mountains and Monaro community and community organisations  
Visitors Information Centre

**MCR Business Sponsorship Strategy**

Part of the income stream of the Radio Station is from Sponsorship. This is mostly from business sponsoring messages, which are broadcast in return for a sponsorship fee.

Current programming will only allow for up to 50 Sponsors, which is achievable given the resource on offer to businesses.

There may be future sponsorship expansion by also enabling special rates for single program sponsorship.

**Business Sponsorship Price Strategy versus Competition**

Sponsorship on Monaro Community Radio includes:

All copywriting and production costs

Up to 21 messages per week (subject to contract)

Duration of message of 30 second

Studio signage (if available)

Long term contract Sponsors may be included on MCR stationery

Weekly recognition announcement

Recognition on station web site

Major Sponsorship is currently \$333.30 per month or \$4,000 per annum, including GST \$99 for 2 spot announcements daily for a month.

2 Run of station spot announcements daily Monday to Friday only @ \$66.75 per month.

Continuous Sponsorship of 3 Announcements daily for \$166 per month (Prime Time).

This is a very competitive advertising media for businesses. It is far less expensive than print or commercial radio advertising for the market coverage.

The listener market coverage is detailed on the following page.

Potential income is in the region of \$50,000 per annum.

Currently 25 business houses are promoting on 2MNO, from Cooma, Jindabyne and Berridale.

## Listener Audience

Population of the broadcast area is as follows:

Bombala	2,430
Cooma Monaro	10,145
Snowy River	8,178
Total	20,753 (Source ABS 2015)

Under the new amalgamated council, The Snowy Monaro Regional Council, which came into effect after the council elections on 9 September 2017, the estimated population in total is approximately 21,000 people.

Market research which has been conducted shows and market days throughout the region with over 400 people. This sample has recorded that 75% of those interviewed had not only heard of Monaro Community Radio but had also listened to the broadcast. There was no negative feedback from the sample with regard to broadcast content.

## Community Relations Strategy

The Community Relations Strategy seeks to establish co-operative relationships with people, voluntary community organisations, statutory bodies, emergency services and local businesses in our area. It will set out to achieve two things:

1. Our awareness of the community's needs and opinions of the station, and

2. The community's awareness of the facilities and services available to them through the station.

It ensures that Monaro Community Radio is of benefit to our community and getting the credit for it. It requires the station to monitor and implement the following actions:

Ensuring all Staff and Volunteers realise that they are part of the Community Relations Strategy.

Ensuring that the station remains an influence for good within our community.

Ensure continuous community awareness of Monaro Community Radio.

Getting station people out to meet the community, and getting the community in to meet station personnel on advertised open days.

Our Community Relations Policy has been developed for the following areas by applying positive and caring responses in the areas listed:

How is the phone answered?

How are visitors to the station received?

How are enquiries and comments handled?

How are complaints handled?

How responsive is the station to requests for access?

How much help is given to backup, monitoring and follow-up to specific programs?

## Promotion and Income Generation

### Promotion Strategy for the Station

Continuous on-air promotion of the Station including program promotion

Provision of regular media releases to local newspaper, members of parliament and to the Australian Communications and Media Authority

Presence of Station personnel at local fairs, carnivals, fetes and agricultural shows

Outside broadcasts

In-store promotions including outside broadcasts from the premises of Sponsors

Specific program displays and posters

Involvement in community events

Poster and leaflet drops especially program schedules which may be sponsored

### Promotion Strategy for Sponsorship

Radio announcements regarding sponsorship enquiries

Station association members and presenters “selling” to potential sponsorship

As earlier quoted this has the potential to generate \$50,000 per year

### **Fund Raising Strategy for the Station**

Market sales, popcorn, fairy floss, donuts and frozen drinks

Annual major raffle

Pub Raffles Weekly (as available)

Annual Getting to Know You Concert

It is estimated this strategy has the potential to create an income of over \$8,000 per year

### **Grant Submissions**

It is an ongoing strategy of MCR to continue to investigate funding possibilities from government and other grants and make appropriate submissions and applications.

### **Donations**

It is considered that donations could be increased by contact with the various service clubs, such as Rotary and Lions, in the region on an annual basis.

It is estimated this could generate \$1,000 per year. Currently, the station receives much higher than anticipated donations.

## **Operational Profile**

### **Organisation Legal Structure**

Monaro Community Radio Inc. operates as a community based, not for profit organisation. It was incorporated on 21 June 2000 under the Incorporated Association Act of NSW.

It has adopted a modification of the NSW Fair Trading Model Constitution to create Articles of Association and has a Memorandum of Association, which includes the objects. These are reproduced in Appendix A.

### **Association Membership**

All members of Monaro Community Radio pay an annual fee, which is reviewed annually, and which entitles them to be presenters on the radio station. Current membership is 52.

### **Current Financial Membership Fee Structure**

\$ Single (includes concession)

\$ Children

\$ Family

\$ Community Group

This generates an income of \$950.

### **Membership Development Strategy**

It is felt that membership increases will be a direct development of the marketing strategies laid out in the Marketing Profile. The potential for membership is believed to be approximately 100.

### **Executive and Committee Structure**

Monaro Community Radio Inc. has a management committee which comprises office bearers:

- President
- Vice President
- Treasurer
- Secretary

These positions are known as the Executive

- Up to 10 ordinary committee members.

Each committee member has a specific role, which is detailed in Appendix C.

Appendix B provides a diagrammatic overview of the structure. It is seen as a management circle not a hierarchical management structure. The President facilitates a democratic decision and policy making process. The management committee meets monthly and decides policy.

The Executive may meet outside regular management committee meetings to determine urgent matters. Decisions or action agreed by the Executive are ratified at the next management committee meeting. Decisions that are not ratified would create a motion of no confidence in the Executive, which if successful would lead to resignation of the Executive and a special general meeting to discuss the issue and if necessary elect a new Executive.

Sub-committees are formed as necessary with delegated authority as approved by the management committee in its minutes. All sub-committees focus on a specific area of operations and are headed by a management committee member. Special task force groups are set up to deal with specific actions as needed under delegated authority from the Management Committee.

It is expected that all association members contribute as a member of the management committee, sub-committee or task force group. The main sub-committees are production, programming, fund-raising and sponsorship sub-committees.

## Organisation Assets, Facilities and Resources

All assets, facilities and resources are listed in Appendix D. They are reviewed annually by the Management Committee as part of ensuring adequate insurance cover and plan for replacement.

Appendix E provides a list of equipment that is recommended for purchase as soon as possible.

As one of our members is a qualified Test and Tag person, all the station's electrical equipment is tested annually.

## GOALS

(taken from separate Goals document)

### Goal 11

To further develop better methods of training so that presenters are better informed and trained on the use of all the technical equipment in the studio.

This can be achieved by

- Ensuring we have a Training and Development Coordinator
- Ensuring we have a training team – not one person's job.
- Ensuring we have a Training and Development plan which best prepares new presenters to having a sound understanding of community radio and how it functions, as well as the processes of best practice.
- Assessing what current members would like training in
- Seeking feedback from current presenters regarding the strengths and weaknesses of their training were.
- Establishing a training structure
- Ensuring we have a training manual which meets the needs of both new presenters and the radio station.
- Ensuring we have a package for new presenters including relevant hand outs.
- Examining the possibility of establishing a “buddy system” for new presenters.
- Assessing the cost of outside presentations
- Ensuring we do not over complicate the process.

### Goal 6

To look at reintroducing outside broadcasts as a means of publicising 2MNO.

This can be achieved by

1. Purchasing a Laptop to be used solely for outside broadcasts.
2. Identifying events which may be of interest to our listening audience.

3. Training people interested in being part of our outside broadcast team.

### Goal 16

To apply for grant funding to install grid connect solar panels on the roof of the Cooma studio to assist with offsetting electricity costs.

### Goal 18

To hire a private contractor to inspect 2MNO aerials and cables on the Mt Emerald mast to ensure that they are functioning at their optimum and if they are not to replace what needs to be replaced as well as making adjustments that may have to be made.

This can be achieved by checking the following:

1. Transmitter – set up, deviation, pre emphasis, and audio levels going in.
2. Receiver – Input levels, output levels, and pre/de emphasis
3. Antenna System – connectors, transmission line, antenna installation
4. General Checkout – tower safety
5. Report on condition and appropriate cost to update.

### Goal 19

To install colourbond wall sheeting to the back wall of the studio in Binalong Street as well as put in bats to improve insulation.

### Goal 20

To compile a complete asset register of all station assets and to develop an asset maintenance and staged replacement program.



## Appendix A- Monaro Community Radio Inc. Constitution

As Adopted on: 11 September 2011

### Part 1 Preliminary

#### Definitions

1 In this constitution:

Director-General means the Director-General of the Department of Services, Technology and Administration.

Ordinary committee member means a member of the committee who is not an office-bearer of the association.

Secretary means:

- (a) the person holding office under this constitution as secretary of the association, or
- (b) if no such person holds that office—the public officer of the association.

Special general meeting means a general meeting of the association other than an annual general meeting.

the Act means the Associations Incorporation Act 2009.

the Regulation means the Associations Incorporation Regulation 2010.

2 In this constitution:

- (a) a reference to a function includes a reference to a power, authority and duty, and
- (b) a reference to the exercise of a function includes, if the function is a duty, a reference to the performance of the duty.
- (3) The provisions of the Interpretation Act 1987 apply to and in respect of this constitution in the same manner as those provisions would so apply if this constitution were an instrument made under the Act.

### Part 2 Membership

2 Membership generally

1 A person is eligible to be a member of the association if:

- (a) the person is a natural person, and
  - (b) the person has been nominated and approved for membership of the association in accordance with clause 3.
- 2 A person is taken to be a member of the association if:
- (a) the person is a natural person, and
  - (b) the person was:
    - (i) in the case of an unincorporated body that is registered as the association—a member of that unincorporated body immediately before the registration of the association, or
    - (ii) in the case of an association that is amalgamated to form the relevant association—a member of that other association immediately before the amalgamation, or
    - (iii) in the case of a registrable corporation that is registered as an association—a member of the registrable corporation immediately before that entity was registered as an association.
- 3 A person is taken to be a member of the association if the person was one of the individuals on whose behalf an application for registration of the association under section 6 (1) (a) of the Act was made.

### 3 Nomination for membership

- 1 A nomination of a person for membership of the association:
- (a) must be made by a member of the association in writing in the form set out in Appendix 1 to this constitution, and
  - (b) must be lodged with the secretary of the association.
- 2 As soon as practicable after receiving a nomination for membership, the secretary must refer the nomination to the committee which is to determine whether to approve or to reject the nomination.
- 3 As soon as practicable after the committee makes that determination, the secretary must:
- (a) notify the nominee, in writing, that the committee approved or rejected the nomination (whichever is applicable), and
  - (b) if the committee approved the nomination, request the nominee to pay

(within the period of 28 days after receipt by the nominee of the notification) the sum payable under this constitution by a member as entrance fee and annual subscription.

- 4 The secretary must, on payment by the nominee of the amounts referred to in subclause (3) (b) within the period referred to in that provision, enter or cause to be entered the nominee's name in the register of members and, on the name being so entered, the nominee becomes a member of the association.

#### 4 Cessation of membership

A person ceases to be a member of the association if the person:

- (a) dies, or
- (b) resigns membership, or
- (c) is expelled from the association, or
- (d) fails to pay the annual membership fee under clause 8 (2) within 3 months after the fee is due.

#### 5 Membership entitlements not transferable

A right, privilege or obligation which a person has by reason of being a member of the association:

- (a) is not capable of being transferred or transmitted to another person, and
- (b) terminates on cessation of the person's membership.

#### 6 Resignation of membership

- 1 A member of the association may resign from membership of the association by first giving to the secretary written notice of at least one month (or such other period as the committee may determine) of the member's intention to resign and, on the expiration of the period of notice, the member ceases to be a member.
- 2 If a member of the association ceases to be a member under subclause (1), and in every other case where a member ceases to hold membership, the secretary must make an appropriate entry in the register of members recording the date on which the member ceased to be a member.

#### 7 Register of members

- 1 The public officer of the association must establish and maintain a register of

members of the association specifying the name and postal or residential address of each person who is a member of the association together with the date on which the person became a member.

- 2 The register of members must be kept in New South Wales:
  - (a) at the main premises of the association, or
  - (b) if the association has no premises, at the association's official address.
- 3 The register of members must be open for inspection, free of charge, by any member of the association at any reasonable hour.
- 4 A member of the association may obtain a copy of any part of the register on payment of a fee of not more than \$1 for each page copied.
- 5 If a member requests that any information contained on the register about the member (other than the member's name) not be available for inspection, that information must not be made available for inspection.
- 6 A member must not use information about a person obtained from the register to contact or send material to the person, other than for:
  - (a) the purposes of sending the person a newsletter, a notice in respect of a meeting or other event relating to the association or other material relating to the association, or
  - (b) any other purpose necessary to comply with a requirement of the Act or the Regulation.

## 8 Fees and subscriptions

- 1 A member of the association must, on admission to membership, pay to the association a fee of \$1 or, if some other amount is determined by the committee, that other amount.
- 2 In addition to any amount payable by the member under subclause (1), a member of the association must pay to the association an annual membership fee of \$2 or, if some other amount is determined by the committee, that other amount:
  - (a) except as provided by paragraph (b), before 1 July in each calendar year, or
  - (b) if the member becomes a member on or after 1 July in any calendar year—on becoming a member and before 1 July in each succeeding calendar year.

## 9 Members' liabilities

The liability of a member of the association to contribute towards the payment of the debts and liabilities of the association or the costs, charges and expenses of the winding up of the association is limited to the amount, if any, unpaid by the member in respect of membership of the association as required by clause 8.

## 10 Resolution of disputes

- 1 A dispute between a member and another member (in their capacity as members) of the association, or a dispute between a member or members and the association, are to be referred to a community justice centre for mediation under the Community Justice Centres Act 1983.
- 2 If a dispute is not resolved by mediation within 3 months of the referral to a community justice centre, the dispute is to be referred to arbitration.
- 3 The Commercial Arbitration Act 1984 applies to any such dispute referred to arbitration.

## 11 Disciplining of members

- 1 A complaint may be made to the committee by any person that a member of the association:
  - (a) has refused or neglected to comply with a provision or provisions of this constitution, or
  - (b) has wilfully acted in a manner prejudicial to the interests of the association.
- 2 The committee may refuse to deal with a complaint if it considers the complaint to be trivial or vexatious in nature.
- 3 If the committee decides to deal with the complaint, the committee:
  - (a) must cause notice of the complaint to be served on the member concerned, and
  - (b) must give the member at least 14 days from the time the notice is served within which to make submissions to the committee in connection with the complaint, and
  - (c) must take into consideration any submissions made by the member in connection with the complaint.

- 4 The committee may, by resolution, expel the member from the association or suspend the member from membership of the association if, after considering the complaint and any submissions made in connection with the complaint, it is satisfied that the facts alleged in the complaint have been proved and the expulsion or suspension is warranted in the circumstances.
- 5 If the committee expels or suspends a member, the secretary must, within 7 days after the action is taken, cause written notice to be given to the member of the action taken, of the reasons given by the committee for having taken that action and of the member's right of appeal under clause 12.
- 6 The expulsion or suspension does not take effect:
  - (a) until the expiration of the period within which the member is entitled to appeal against the resolution concerned, or
  - (b) if within that period the member exercises the right of appeal, unless and until the association confirms the resolution under clause 12, whichever is the later.

## 12 Right of appeal of disciplined member

- 1 A member may appeal to the association in general meeting against a resolution of the committee under clause 11, within 7 days after notice of the resolution is served on the member, by lodging with the secretary a notice to that effect.
- 2 The notice may, but need not, be accompanied by a statement of the grounds on which the member intends to rely for the purposes of the appeal.
- 3 On receipt of a notice from a member under subclause (1), the secretary must notify the committee which is to convene a general meeting of the association to be held within 28 days after the date on which the secretary received the notice.
- 4 At a general meeting of the association convened under subclause (3):
  - (a) no business other than the question of the appeal is to be transacted, and
  - (b) the committee and the member must be given the opportunity to state their respective cases orally or in writing, or both, and
  - (c) the members present are to vote by secret ballot on the question of whether the resolution should be confirmed or revoked.
- 5 The appeal is to be determined by a simple majority of votes cast by members of the association.

## Part 3 The Committee

### 13 Powers of the committee

Subject to the Act, the Regulation and this constitution and to any resolution passed by the association in general meeting, the committee:

- (a) is to control and manage the affairs of the association, and
- (b) may exercise all such functions as may be exercised by the association, other than those functions that are required by this constitution to be exercised by a general meeting of members of the association, and
- (c) has power to perform all such acts and do all such things as appear to the committee to be necessary or desirable for the proper management of the affairs of the association.

### 14 Composition and membership of committee

1 The committee is to consist of:

- (a) the office-bearers of the association, and
- (b) at least 3 ordinary committee members,

each of whom is to be elected at the annual general meeting of the association under clause 15.

2 The office-bearers of the association are as follows:

- (a) the president,
- b) the vice-president,
- (c) the treasurer,
- (d) the secretary.

3 A committee member may hold up to 2 offices (other than both the president and vice-president offices).

4 Each member of the committee is, subject to this constitution, to hold office until the conclusion of the annual general meeting following the date of the member's election, but is eligible for re-election.

### 15 Election of committee members

1 Nominations of candidates for election as office-bearers of the association or as ordinary committee members:

- (a) must be made in writing, signed by 2 members of the association and accompanied by the written consent of the candidate (which may be endorsed on the form of the nomination), and
  - (b) must be delivered to the secretary of the association at least 7 days before the date fixed for the holding of the annual general meeting at which the election is to take place.
- 2 If insufficient nominations are received to fill all vacancies on the committee, the candidates nominated are taken to be elected and further nominations are to be received at the annual general meeting.
- 3 If insufficient further nominations are received, any vacant positions remaining on the committee are taken to be casual vacancies.
- 4 If the number of nominations received is equal to the number of vacancies to be filled, the persons nominated are taken to be elected.
- 5 If the number of nominations received exceeds the number of vacancies to be filled, a ballot is to be held.
- 6 The ballot for the election of office-bearers and ordinary committee members of the committee is to be conducted at the annual general meeting in such usual and proper manner as the committee may direct.
- 7 A person nominated as a candidate for election as an office-bearer or as an ordinary committee member of the association must be a member of the association.

## 16 Secretary

- 1 The secretary of the association must, as soon as practicable after being appointed as secretary, lodge notice with the association of his or her address.
- 2 It is the duty of the secretary to keep minutes of:
  - (a) all appointments of office-bearers and members of the committee, and
  - (b) the names of members of the committee present at a committee meeting or a general meeting, and
  - (c) all proceedings at committee meetings and general meetings.
- 3 Minutes of proceedings at a meeting must be signed by the chairperson of the meeting or by the chairperson of the next succeeding meeting.



## 17 Treasurer

It is the duty of the treasurer of the association to ensure:

- (a) that all money due to the association is collected and received and that all payments authorised by the association are made, and
- (b) that correct books and accounts are kept showing the financial affairs of the association, including full details of all receipts and expenditure connected with the activities of the association.

## 18 Casual vacancies

- 1 In the event of a casual vacancy occurring in the membership of the committee, the committee may appoint a member of the association to fill the vacancy and the member so appointed is to hold office, subject to this constitution, until the conclusion of the annual general meeting next following the date of the appointment.
- 2 A casual vacancy in the office of a member of the committee occurs if the member:
  - (a) dies, or
  - (b) ceases to be a member of the association, or
  - (c) becomes an insolvent under administration within the meaning of the Corporations Act 2001 of the Commonwealth, or
  - (d) resigns office by notice in writing given to the secretary, or
  - (e) is removed from office under clause 19, or
  - (f) becomes a mentally incapacitated person, or
  - (g) is absent without the consent of the committee from 3 consecutive meetings of the committee, or
  - (h) is convicted of an offence involving fraud or dishonesty for which the maximum penalty on conviction is imprisonment for not less than 3 months, or
  - (i) is prohibited from being a director of a company under Part 2D.6 (Disqualification from managing corporations) of the Corporations Act 2001 of the Commonwealth.

## 19 Removal of committee members

- 1 The association in general meeting may by resolution remove any member of the committee from the office of member before the expiration of the member's term of office and may by resolution appoint another person to hold office until the expiration of the term of office of the member so removed.
- 2 If a member of the committee to whom a proposed resolution referred to in subclause (1) relates makes representations in writing to the secretary or president (not exceeding a reasonable length) and requests that the representations be

notified to the members of the association, the secretary or the president may send a copy of the representations to each member of the association or, if the representations are not so sent, the member is entitled to require that the representations be read out at the meeting at which the resolution is considered.

## 20 Committee meetings and quorum

- 1 The committee must meet at least 3 times in each period of 12 months at such place and time as the committee may determine.
- 2 Additional meetings of the committee may be convened by the president or by any member of the committee.
- 3 Oral or written notice of a meeting of the committee must be given by the secretary to each member of the committee at least 48 hours (or such other period as may be unanimously agreed on by the members of the committee) before the time appointed for the holding of the meeting.
- 4 Notice of a meeting given under subclause (3) must specify the general nature of the business to be transacted at the meeting and no business other than that business is to be transacted at the meeting, except business which the committee members present at the meeting unanimously agree to treat as urgent business.
- 5 Any 7 members of the committee, including at least two office bearers, shall constitute a quorum for the transaction of the business of a meeting of the committee.
- 6 No business is to be transacted by the committee unless a quorum is present and if, within half an hour of the time appointed for the meeting, a quorum is not present, the meeting is to stand adjourned to the same place and at the same hour of the same day in the following week.
- 7 If at the adjourned meeting a quorum is not present within half an hour of the time appointed for the meeting, the meeting is to be dissolved.
- 8 At a meeting of the committee:
  - (a) the president or, in the president's absence, the vice-president is to preside, or
  - (b) if the president and the vice-president are absent or unwilling to act, such one of the remaining members of the committee as may be chosen by the members present at the meeting is to preside.

## 21 Delegation by committee to sub-committee

- 1 The committee may, by instrument in writing, delegate to one or more sub-committees (consisting of such member or members of the association as the committee thinks fit) the exercise of such of the functions of the committee as are specified in the instrument, other than:
  - (a) this power of delegation, and
  - (b) a function which is a duty imposed on the committee by the Act or by any other law
- 2 A function the exercise of which has been delegated to a sub-committee under this clause may, while the delegation remains unrevoked, be exercised from time to time by the sub-committee in accordance with the terms of the delegation.
- 3 A delegation under this clause may be made subject to such conditions or limitations as to the exercise of any function, or as to time or circumstances, as may be specified in the instrument of delegation.
- 4 Despite any delegation under this clause, the committee may continue to exercise any function delegated.
- 5 Any act or thing done or suffered by a sub-committee acting in the exercise of a delegation under this clause has the same force and effect as it would have if it had been done or suffered by the committee.
- 6 The committee may, by instrument in writing, revoke wholly or in part any delegation under this clause.
- 7 A sub-committee may meet and adjourn as it thinks proper.

## 22 Voting and decisions

- 1 Questions arising at a meeting of the committee or of any sub-committee appointed by the committee are to be determined by a majority of the votes of members of the association present at the meeting.
- 2 Each member of the association present at a meeting of the committee or of any sub-committee appointed by the committee (including the person presiding at the meeting) is entitled to one vote but, in the event of an equality of votes on any question, the person presiding may exercise a second or casting vote.
- 3 Subject to clause 20 (5), the committee may act despite any vacancy on the committee.

- 4 Any act or thing done or suffered, or purporting to have been done or suffered, by the committee or by a sub-committee appointed by the committee, is valid and effectual despite any defect that may afterwards be discovered in the appointment or qualification of any member of the committee or sub-committee.

## Part 4 General Meetings

### 23 Annual general meetings—holding of

- 1 The association must hold its first annual general meeting within 18 months after its registration under the Act.
- 2 The association must hold its annual general meetings:
  - (a) within 6 months after the close of the association’s financial year, or
  - (b) within such later time as may be allowed by the Director-General or prescribed by the Regulation.

### 24 Annual general meetings—calling of and business at

- 1 The annual general meeting of the association is, subject to the Act and to clause 23, to be convened on such date and at such place and time as the committee thinks fit.
- 2 In addition to any other business which may be transacted at an annual general meeting, the business of an annual general meeting is to include the following:
  - (a) to confirm the minutes of the last preceding annual general meeting and of any special general meeting held since that meeting, given after receipt of the notice from the member.
  - (b) to receive from the committee reports on the activities of the association during the last preceding financial year.
  - (c) to elect office-bearers of the association and ordinary committee members.
  - (d) to receive and consider any financial statement or report required to be submitted to members under the Act.
- 3 An annual general meeting must be specified as such in the notice convening it.

## 25 Special general meetings – calling of

- 1 The committee may, whenever it thinks fit, convene a special general meeting of the association.
- 2 The committee must, on the requisition in writing of at least 5 per cent of the total number of members, convene a special general meeting of the association.
- 3 A requisition of members for a special general meeting:
  - (a) must state the purpose or purposes of the meeting, and
  - (b) must be signed by the members making the requisition, and
  - (c) must be lodged with the secretary, and
  - (d) may consist of several documents in a similar form, each signed by one or more of the members making the requisition.
- 4 If the committee fails to convene a special general meeting to be held within one month after that date on which a requisition of members for the meeting is lodged with the secretary, any one or more of the members who made the requisition may convene a special general meeting to be held not later than three months after that date.
- 5 A special general meeting convened by a member or members as referred to in subclause (4) must be convened as nearly as is practicable in the same manner as general meetings are convened by the committee.

## 26 Notice

- 1 Except if the nature of the business proposed to be dealt with at general meeting requires a special resolution of the association, the secretary must, at least 14 days before the date fixed for the holding of the general meeting, give a notice to each member specifying the place, date and time of the meeting and the nature of the business proposed to be transacted at the meeting.
- 2 If the nature of the business proposed to be dealt with at a general meeting requires a special resolution of the association, the secretary must, as least 21 days before the date fixed for the holding of the general meeting, cause notice to be given to each member specifying, in addition to the matter required under subclause (1), the intention to proposed the resolution as a special resolution.
- 3 No business other than that specified in the notice convening a general meeting is to be transacted at the meeting except, in the case of annual general meeting, business which may be transacted under clause 24(2).

- 4 A member desiring to bring any business before a general meeting may give notice in writing of that business to the secretary who must include that business in the next notice calling a general meeting given after receipt of the notice from the member.

## 27 Quorum for general meetings

- 1 No item of business is to be transacted at a general meeting unless a quorum of members entitled under this constitution to vote is present during the time the meeting is considering that item.
- 2 Twelve members present (being members entitled under this constitution to vote at a general meeting) constitute a quorum for the transaction of the business of a general meeting.
- 3 If within half an hour after the appointed time for the commencement of a general meeting a quorum is not present, the meeting:
  - (a) if convened on the requisition of members, is to be dissolved, and
  - (b) in any other case, is to stand adjourned to the same day in the following week at the same time and (unless another place is specified at the time of the adjournment by the person presiding at the meeting or communicated by written notice to members given before the day to which the meeting is adjourned) at the same place.
- 4 If at the adjourned meeting a quorum is not present within half an hour after the time appointed for the commencement of the meeting, the members present (being at least 3) are to constitute a quorum.

## 28 Presiding member

- 1 The president or, in the president's absence, the vice-president, is to preside as chairperson at each general meeting of the association.
- 2 If the president and the vice-president are absent or unwilling to act, the members present must elect one of their number to preside as chairperson at the meeting.

## 29 Adjournment

- 1 The chairperson of a general meeting at which a quorum is present may, with the consent of the majority of members present at the meeting, adjourn the meeting from time to time and place to place, but no business is to be transacted at an adjourned meeting other than the business left unfinished at the meeting at which the adjournment took place.

- 2 If a general meeting is adjourned for 14 days or more, the secretary must give written or oral notice of the adjourned meeting to each member of the association stating the place, date and time of the meeting and the nature of the business to be transacted at the meeting.
- 3 Except as provided in subclauses (1) and (2), notice of an adjournment of a general meeting or of the business to be transacted at an adjourned meeting is not required to be given.

### 30 Making of decisions

- 1 A question arising at a general meeting of the association is to be determined by either:
  - (a) a show of hands, or
  - (b) if on the motion of the chairperson or if 5 or more members present at the meeting decide that the question should be determined by a written ballot— a written ballot.
- 2 If the question is to be determined by a show of hands, a declaration by the chairperson that a resolution has, on a show of hands, been carried or carried unanimously or carried by a particular majority or lost, or an entry to that effect in the minute book of the association, is evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against that resolution.
- 3 If the question is to be determined by a written ballot, the ballot is to be conducted in accordance with the directions of the chairperson.

### 31 Special resolutions

A special resolution may only be passed by the association in accordance with section 39 of the Act.

### 32 Voting

- 1 On any question arising at a general meeting of the association a member has one vote only.
- 2 All votes must be given personally or by proxy but no member may hold more than 5 proxies.
- 3 In the case of an equality of votes on a question at a general meeting, the chairperson of the meeting is entitled to exercise a second or casting vote.
- 4 A member (or proxy) is not entitled to vote at any general meeting of the association

unless all money due and payable by the member (or proxy) to the association has been paid.

- 5 A member is not entitled to vote at any general meeting of the association if the member is under 18 years of age.

### **33 Appointment of Proxies**

- 1 Each member is to be entitled to appoint another member as proxy by notice given to the secretary no later than 24 hours before the time of the meeting in respect of which the proxy is appointed.
- 2 The notice appointing the proxy is to be in the form set out in Appendix 2 to these rules.

### **34 Postal ballots**

- 1 The association may hold a postal ballot to determine any issue or proposal (other than an appeal under clause 12).
- 2 A postal ballot is to be conducted in accordance with Schedule 3 to the Regulation.

## **Part 5 Miscellaneous**

### **35 Insurance**

The association may effect and maintain insurance.

### **36 Funds - source**

- 1 The funds of the association are to be derived from entrance fees and annual subscriptions of members, donations and, subject to any resolution passed by the association in general meeting, such other sources as the committee determines.
- 2 All money received by the association must be deposited as soon as practicable and without deduction to the credit of the association's bank or other authorised deposit-taking institution account.
- 3 The association must, as soon as practicable after receiving any money, issue an appropriate receipt.

### **37 Funds—management**

- 1 Subject to any resolution passed by the association in general meeting, the funds of the association are to be used in pursuance of the objects of the association in such manner as the committee determines.



- 2 All cheques, drafts, bills of exchange, promissory notes and other negotiable instruments must be signed by any 2 members of the committee or employees of the association, being members or employees authorised to do so by the committee.

### **38 Change of name, objects and constitution**

An application to the Director-General for registration of a change in the association's name, objects or constitution in accordance with section 10 of the Act is to be made by the public officer or a committee member.

### **39 Custody of books etc**

Except as otherwise provided by this constitution, the public officer must keep in his or her custody or under his or her control all records, books and other documents relating to the association.

### **40 Inspection of books etc**

- 1 The following documents must be open to inspection, free of charge, by a member of the association at any reasonable hour:
  - (a) records, books and other financial documents of the association,
  - (b) this constitution,
  - (c) minutes of all committee meetings and general meetings of the association.
- (2) A member of the association may obtain a copy of any of the documents referred to in subclause (1) on payment of a fee of not more than \$1 for each page copied.

### **41 Service of notices**

- 1 For the purpose of this constitution, a notice may be served on or given to a person:
  - (a) by delivering it to the person personally, or
  - (b) by sending it by pre-paid post to the address of the person, or
  - (c) by sending it by facsimile transmission or some other form of electronic transmission to an address specified by the person for giving or serving the notice.
- 2 For the purpose of this constitution, a notice is taken, unless the contrary is proved, to have been given or served:

- (a) in the case of a notice given or served personally, on the date on which it is received by the addressee, and
- (b) in the case of a notice sent by pre-paid post, on the date when it would have been delivered in the ordinary course of post, and in the case of a notice sent by acsimile transmission or some other form of electronic transmission, on the date it was sent or, if the machine from which the transmission was sent produces a report indicating that the notice was sent on a later date, on that date.
- (c) in the case of a notice sent by facsimile transmission or some other form of electronic transmission, on the date it was sent or, if the machine from which the transmission was sent produces a report indicating that the notice was sent on a later date, on that date.

## 42 Financial year

The financial year of the association is:

- (a) the period of time commencing on the date of incorporation of the association and ending on the following 30 June, and
- (b) each period of 12 months after the expiration of the previous financial year of the association, commencing on 1 July and ending on the following 30 June.



Appendix 1 (Clause 3 (1)) Application for Membership of Association

Application for membership of Association

Monaro Community Radio Incorporated  
(incorporated under the Associations Incorporation Act 2009)

I,.....  
[full name of applicant]

of  
[address]

.....  
[occupation]

hereby apply to become a member of the abovenamed incorporated association. In the event of my admission as a member, I agree to be bound by the constitution of the association for the time being in force.

.....  
Signature of applicant

Date: .....

I,  
[full name]  
a member of the association, nominate the applicant for membership of the association.

.....  
Signature of proposer

Date: .....

[full name]  
a member of the association, second the nomination of the applicant for membership of the association.

..... Date: .....  
Signature of seconder



Appendix 2 (Clause 33 (2)) Appointment of Proxies

Appointment of Proxy

Monaro Community Radio Incorporated  
(incorporated under the Associations Incorporation Act 2009)

I,.....  
[full name of applicant]

of  
[address]

being a member of Monaro Community Radio Inc.

hereby appoint.....

of .....

being a member of that Incorporated Association, as my proxy to vote for me on my behalf at the General Meeting of the association to be held on ..... and at any adjournment of that meeting.

My proxy is authorised to vote in favour/against (delete as appropriate)

The resolution\*

.....  
.....  
.....

(insert details)

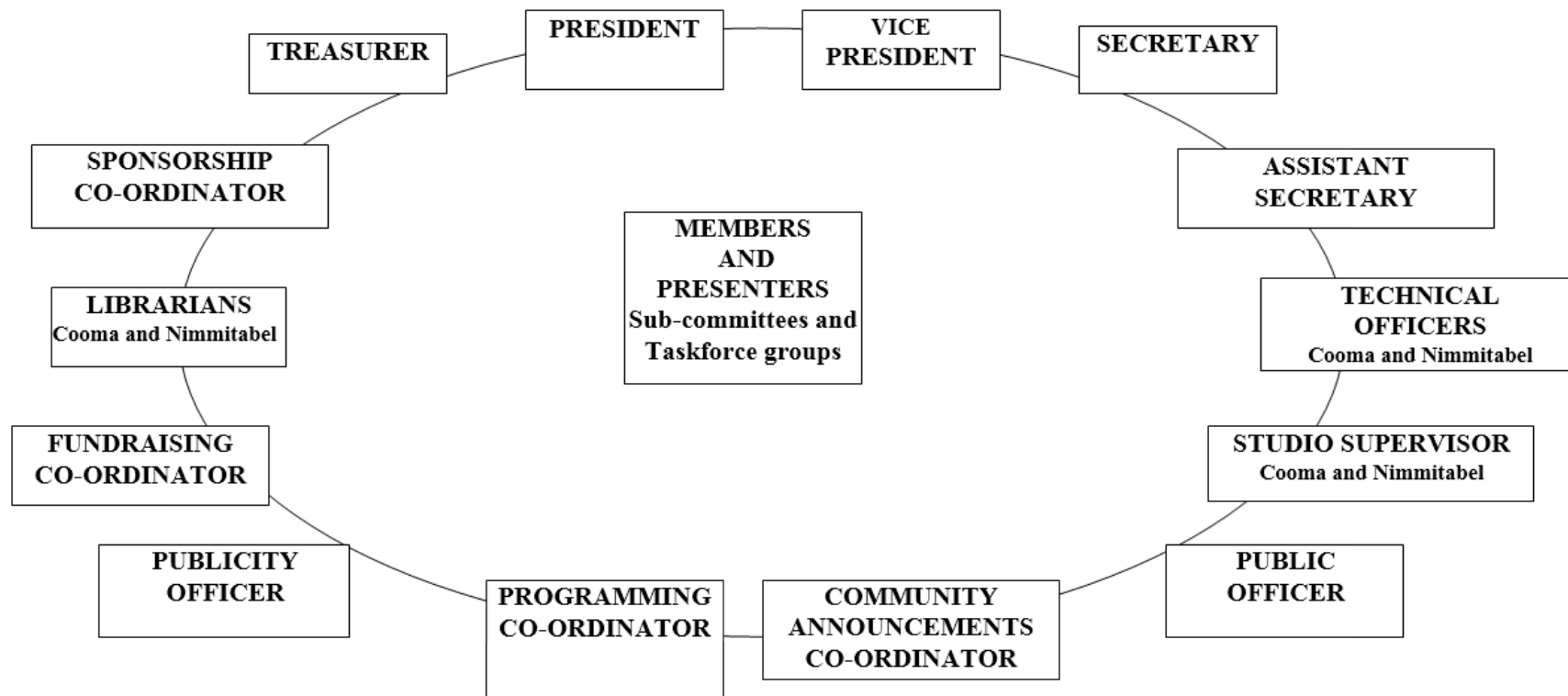
\*To be inserted if desired

..... Date: .....  
Signature of member appointing proxy

NOTE: A proxy vote may not be given to a person who is not a member of Monaro Community Radio Inc.

## Appendix B Management Structure

### MANAGEMENT STRUCTURE



## Appendix C- Management Committee Position Roles

### President (Executive)

- Act as chairperson at each association general meeting and management committee meetings in a manner that facilitates discussion and involvement of all present, fostering communications, focusing on solutions and keeping on target
- Provide direction and assistance to the committee secretary in the preparation for and conduct of meetings.
- Ensure that meetings are held in accordance with the rules of the association.
- Establish, with the support of committee members, a yearly set of objectives and tasks for the committee based on the Association's Business Plan.
- Bring to the notice of the committee matters of importance, which could affect the association and the management committee's area of interest.
- Represent and promote ideas initiated by the management committee to the association members and other stakeholders as required.
- Responsibility for the preparation of the Annual Report within agreed timeframes.
- Comply with the Articles of Association as they deal with matters relating to the President and Presiding Member
- Receive complaints and report to the management committee on any presenter, guest or visitor behavior within the studio or on air that is considered inappropriate (refer presenter code of practice)
- In conjunction with the management committee and delegated senior presenters organise necessary induction and training programs (e.g. presenters induction and training)
- Ensure the management committee considers possible training and education programs for members
- Represent the Association and station in all external relationships and media announcements

### Vice President (Executive)

- Act for the President when that person is absent (as per above role)
- Act on behalf of the President when delegated to do so
- Support role to the President and may be the Public Officer see below

### Secretary (Executive)

- Ensure association records are kept on file in the agreed formats including:
  - The rules of the association
  - Register of members
  - Minutes of all general and committee meetings
  - Returns to relevant government and statutory agencies

- Station correspondence
- Prepare agenda in consultation with the Chair of the meetings for general station and committee meetings in the agreed format
- Prepare and distribute minutes to relevant people within agreed timeframes
- Ensure that the appropriate reference documents are available at meetings.

Respond to correspondence as required.

- Make station records available for inspection by station members
- Liaise with the association Public Officer to ensure annual returns are issued to Department of Fair Trading in the relevant format and within the agreed timeframe
- Comply with the Articles of Association as they deal with matters relating to the Secretary.
- Ensure that presenters have signed agreements and are aware of their responsibilities  
*(agreements to be held with the association secretary)*

### Treasurer (Executive)

- Ensure that correct books and accounts are kept showing the financial expenditure, annual financial reports, etc.
- Ensure that monies received by the association are paid into an account in the association's name within the agreed timeframe
- Ensure all purchases are made according to agreed policy and procedure
- Ensure that all purchases and payments are conducted in accordance with association policy (signatories, committee approval etc.)
- Issue invoices, receipts and reminder notices as required within the agreed timeframe
- Maintain a current cashbook including creditors / debtors ledger
- Provide a monthly financial report to the management committee (income, expenditure and bank reconciliation statements) within the agreed timeframe
- Make financial records available for inspection by association members and relevant others
- Provide financial details as required by legislation
- Maintain a current list of financial members
- Organise an annual audit of accounts and the presentation of these to an association AGM within an agreed timeframe
- Advise the management committee on prudent investments
- Maintain an up to date asset register
- Advise the management committee on necessary insurances.
- Complete necessary government financial returns e.g. BAS within the required timeframes in the correct formats
- Comply with the Articles of Association as they deal with matters relating to the Treasurer

### Assistant Secretary

- Act for the Secretary when that person is absent as per the Secretary's role (as above)
- Act on behalf of the Secretary when delegated to do so

### Publicity Officer

- To promote the station and its activities through a variety of media according to association policy
- To advise and assist the President with media releases and promotion activity

### Public Officer

- To act as the Public Officer
- The public officer may be an office bearer, committee member or any other person regarded as suitable for the position by the committee. The public officer must be at least 18 years and a resident of NSW.
- In conjunction with the management committee ensure Department of Fair Trading is notified of the following:
  - Public officer appointment or changes within 14 days
  - **Changes of public officer's address**
  - **Changes in the association objects, rules or name within 1 month**
  - **Annual Return 1 month after the annual general meeting**

In conjunction with Association Secretary, keep a register of members of the committee which must:

- Contain the name and residential address of each association and management committee member and the date they joined the association or committee.
- Be updated within one month of any change taking place; and
- Be made available for inspection by any person, at all reasonable hours and free charge.

### Programming Co-ordinator

- Chair a programming sub-committee
- Ensure the sub-committee functions in an effective manner by facilitating decision making by ensuring involvement, fostering communications, focusing on solutions and keeping on target
- Ensure that the committee's work promotes the station's objectives
- Organise appropriate time slots for shows to provide an effective and listener orientated schedule
- Ensure program is written up (white board)
- Produce program schedule leaflet



- Liaise with announcers as to availability
- Contact stand-by announcers when needed
- Report to the management committee on program sub-committee matters and work out decisions with them
- Liaise with station supervisor, publicity officer, sponsorship and community announcement coordinators for production and programming of promotional, information and sponsorship and community announcements

### Community Announcements Co-ordinator

- Promote the use of the Radio Station as a media to inform the community of the community events (announcements are received by phone, fax, mail or by hand) and profiles (i.e. village and towns)
- Log and organise the collation of community announcements each day
- Prepare a precise for presentation by announcers to an agreed format (content can comprise music festivals, concerts, fairs, shows, sales of livestock, charity sales, CD launchings, TAFE courses, public job opportunities, community group meetings etc.)
- Organise a regular spot for community announcement normally Monday to Friday, at 10.15am.
- Liaise with station supervisor and programming coordinator for production and programming of information and community announcements

### Librarians (Cooma and Nimmitabel)

- Receive, collate and record all CDs and tapes within an agreed process, which includes colour coding and numbering
- Report to management committee and member presenters' receipt of new tapes and CDs
- Organise member CD and tape borrowing within an agreed process
- Ensure overdue loaned items are returned
- Gather information (survey / feedback) within an agreed process on listener reaction to music and report to management committee conclusions on a regular basis
- Endeavour to expand library resources by ongoing contact with radio station performers and distributors
- Responsible for management of an agreed effective library storage system

### Fundraising Co-ordinator

- Chair a fundraising sub-committee

- Ensure the sub-committee functions in an effective manner by facilitating decision making by ensuring involvement, fostering communications, focusing on solutions and keeping on target
- Ensure that the committee's work promotes the station's objectives
- Report to the management committee on sub-committee matters
- Request advice from the management committee on matters of policy
- Organise member rosters for fund raising events ( e.g. BBQ, Raffles and Special Events)

### Technical Officers

This role should be performed by persons or businesses with expertise in the appropriate field. It may be performed by several people with one person reporting to the management committee who may call upon other technical expertise as agreed by the management committee. It includes:

- Organisation of "breakdown" maintenance as required
- Organisation of routine maintenance pin pointing unreliable equipment to agreed schedule.
- Organisation of performance checks. i.e. Annual checks as per agreed schedule
- Ensuring all maintenance, repairs and new installations are carried out to agreed procedures and performance levels
- Ensuring all maintenance and technical work completed is recorded in the agreed format.
- Ensuring access to studio and radio equipment within agreed procedures with the minimum of disruption to broadcasting schedules.
- Ensuring that all equipment has both an operators and technical manual which are filed in an appropriate manner for ready access when needed
- Advising the Association secretary of any changes to the technical equipment in order for the assets register to be altered

### *Technical Support – from a range of businesses*

This involves maintenance and/or repair of equipment that is in use for broadcasting. In addition they provide service of incoming satellite signals and FM problems occurring from transmission and supply and installation of new equipment.

### Studio Supervisors (Nimmitabel and Cooma)

- Ensure the studios are clean and tidy
- Ensure access is readily available to relevant people
- Ensure that furniture and fittings not covered by technical officer's role are safe and well maintained
- Advising the Association Secretary of any changes to the non-technical furniture and

fittings in order for the assets register to be altered

### Sponsorship Co-ordinator

- Chair the sponsorship sub-committee
- Ensure the sub-committee functions in an effective manner by facilitating decision making by ensuring involvement, fostering communications, focusing on solutions and keeping on target
- Ensure that the committee's work promotes the station's objectives
- Report to the management committee on sub-committee matters
- Request advice from the management committee on matters of policy
- Organise sponsor attendance at major station events
- Liaise with programming coordinator and station supervisor for production and programming of sponsorship announcements
- Provide the administration for the sponsorship accounting process ( i.e raise sponsorship invoices and debt follow-up)
- Provide the treasurer with a monthly report on the status of sponsorship income and debts

## Appendix D – 2MNO Goals

### **2MNO MISSION STATEMENT:**

*2MNO Monaro FM Community Radio is committed to servicing the Community by providing quality music and local current affairs via our dedicated team of volunteer presenters and technicians. It is our Policy to broadcast responsible and correct information and pleasing musical genres at all times. We believe that good music and local information courtesy of our valued sponsors and contributors is the right of every listener, and we are dedicated to this process twenty-four hours a day, seven days a week.*

### **IDENTIFIED PRIORITY GOALS FOR THE NEXT 5 YEARS**

#### **GOAL 2 - To look at reintroducing outside broadcasts as a means of publicising 2MNO.**

This can be achieved by

1. Purchasing a Laptop to be used solely for outside broadcasts
2. To identify events which may be of interest to our listening audience.
3. To train people interested in being part of our outside broadcast team.

#### **GOAL 6 - To further develop better methods of training so that presenters are better informed and trained on the use of all the technical equipment in the studio.**

This can be achieved by

1. To ensure we have a T & D co-ordinator.
2. To ensure we have a training team – not one person's job.
3. To ensure we have T & D plan which best prepares new presenters to having a sound understanding of community radio and how it functions, as well as, the processes of best practice.
4. To establish what current members would like training in.
5. To ask current presenters what the strengths and weaknesses of their

training were.

6. To establish a training structure
7. To ensure we have a training manual which meets the needs of both new presenters and the radio station.
8. To ensure we have a package for new presenters including relevant handouts.
9. To look at the possibility of establishing a “buddy system” for new presenters.
10. To look at the cost of outside presentations
11. To ensure we do not over complicate the process.

**GOAL 9 - To apply for grant funding to install grid connect solar panels on the roof of the Cooma studio to assist with offsetting electricity costs**

**GOAL 11 - To hire a private contractor to inspect 2MNO aerials and cables on the Mt Emerald mast to ensure that they are functioning at their optimum and, if not, they are to replace what needs to be replaced as well as making adjustments that may have to be made.**

This can be achieved by checking the following:

1. Transmitter – set up, deviation, pre emphasis, and audio levels going in.
2. Receiver – Input levels, output levels, and pre/de-emphasis.
3. Antenna System – connectors, transmission line, antenna installation.
4. General Checkout – tower safety.
5. Report on condition and appropriate cost to update.

**GOAL 12 - To compile a complete asset register of all station assets and to develop an asset maintenance and staged replacement program.**

## **2MNO GOALS FOR THE NEXT FIVE YEARS**

1. To increase membership and support for the station.

2. To look at reintroducing outside broadcasts as a means of publicising 2MNO.
3. To have more open days to show the community what we are doing.
4. To work more closely with other community organisations in the region to assist them in their endeavours.
5. To put in place a telephone line, which will allow for two way correspondence on air, but with an 8 second delay button.
6. To further develop better methods of training so that presenters are better informed and trained on the use of all the technical equipment in the studio.
7. To ensure that all areas of responsibility are filled by members and that all duties are carried out to the best of their ability.
8. To encourage participation in all areas of the organisation by Members, eg. Fundraising, Promotion, Publicity, Membership, etc.
9. To apply for grant funding to install grid connect solar panels on the roof of the Cooma studio to assist with offsetting electricity costs
10. To introduce a low power UHF 850MHz radio link from CoomaStudio in Binalong Street to Mt Roberts 30 Kms north of Cooma. This signal to be repeated at Mt Roberts and received at Mt Emerald east of Nimmitabel.
11. To hire a private contractor to inspect 2MNO aerials and cables on the Mt Emerald mast to ensure that they are functioning at their optimum and, if not, they are ,to replace what needs to be replaced as well as making adjustments that may have to be made.
12. To compile a complete asset register of all station assets and to develop an asset maintenance and staged replacement program.

## **GOALS ALREADY ACHIEVED BY 2021**

Goal - To pay off the loan with Alliance for the purchase of the Cooma Studio at Binalong Street. (achieved already)

Goal - To move the Cooma transmitter from Binalong Street to an alternate site which will give better transmission and coverage to the town. (This has been achieved by increasing the output from the Cooma Studio from 50 watts to 150 watts – finally received written notification from ACMA)

Goal - To complete the production studio (studio 2) as a mirror of Studio 1.

Goal - To improve the overall signal by replacing the tie line between Cooma and Nimmitabel with the streaming process.

Goal - To survey the listening audience to acquire feedback which may assist us in future planning.

Goal - To replace the roof of the studio with a colour-bond cladding.

Goal - To install colourbond wall sheeting to the back wall of the studio in Binalong Street as well as put in bats to improve insulation.

## **GOALS NOT ACHIEVED BY 2021**

**Goal - To prepare for the organisation's 20th anniversary as 2MNO Community Radio Inc.**

This Goal was sidelined owing to the COVID-19 virus and the impact it had on the community. Given the restrictions in place, it was decided to shelve this Goal which was a shame as it would have been great to celebrate what those who have gone before and what we have contributed to this great radio station.

## **GOALS REMOVED FOR OTHER REASONS**

**Goal - To increase membership and support for the station.**

It was decided that this was not a priority at this stage as it is something we are always conscious of and working at improving. In other words it is inherent.