

ATTACHEMENT C



Rock FM Association Inc.

T/A 4RFM Community Radio Station

96.9 FM

Strategic Plan

2020 - 2024



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Strategic Plan– 2020 to 2024

4RFM has 20 years of service and this Strategic Plan is intended to help plan for a solid future for this vital community organisation.

INTRODUCTION

Established in 1997, Rock FM Association Inc. (trading as 4RFM Community Radio Station) is a non-profit organization which provides a community broadcasting service to the people of Moranbah, Nebo, Dysart, Coppabella, surrounding mines site and rural properties. We have also positioned ourselves as Moranbah's Media Hub in the past 3 years introducing a printed publication *Moranbah Community News* and taking on the management of the community media screens (televisions). We currently have approximately 20 volunteer on-air presenters & music programmers and offer a school-based youth broadcasting program (Project Y) and an afternoon media training program for students.

HISTORY

The station began in 1998 from a community project put together by a local youth worker and a group of young people who wanted something different to put their energies into other than sport and regular small town activities. For two years it operated out of a donga in Bacon Street as 87.6 Rock FM. The diversity of its set up appealed to the local youth and community as a whole. This energy and interest attracted more youth and in turn their parents. So with adults wanting to be volunteer radio announcers as well as youth, the nature of the radio station changed to meet this need.

The popularity of this initiative increased to the point where there was a demand for an extension to the licence. BMA and the CFMEU were both instrumental in the permanent licence being granted because CFMEU members and BMA employees expressed a desire to hear the radio not just at home in Moranbah, the initial broadcast area, but while they were at work on the mine sites.

4RFM has since evolved from 87.6 Rock FM Youth Radio to 96.9 Temporary Community Radio to its current 4RFM Permanent Community Radio.

4RFM is first and foremost a community radio station where the everyday person is given a go, being operated by a mix of volunteers and part time paid staff. Each DJ is taken through the training program by the station manager. Broadcasting 24 hours a day, 7 days a week we are fortunate to be able to host outside broadcasting of local events, regular interviews with community service providers and visiting dignitaries with community notices aided and local events advertised. 4RFM Community Radio station is the voice of Moranbah. Listeners indicate that one thing unique about our radio station is the variety of attitudes and values evident through the music played and the various DJs. This is considered an important source of diversity for the town. What all the volunteers have in common is a love of music. For many who have had a long term association they gain both personal rewards from announcing and their skill development while enjoying being a part of the stations growth and development.

Further information about 4RFM can be found at: www.4rfm.com.au



STRATEGIC PLAN DEVELOPMENT

This Strategic Plan was developed in consultation with the Board of 4RFM, its staff and volunteers through meetings, feedback and conversations.

VISION:

4RFM is to be regarded as a professional media hub, engaged with and providing the local community with information, news, music and entertainment locally, twenty-four hours a day.

MISSION STATEMENT:

4RFM aims to contribute to the health and social wealth of our local communities by providing access to a truly independent, community owned and operated local radio station, which will:

- Improve access to local information, community events and entertainment
- Increase the sense of connectedness in our community between people of all ages, social, cultural and ethnic backgrounds

OBJECTIVES:

1. To operate the association as a not for profit community institution and to undertake all measures necessary to provide a radio broadcasting service to encourage, enable and facilitate communication within the community by operating and developing community media activities
2. To enable and facilitate communication within the community by broadcasting programs dealing with local issues, events, culture and activities.
3. To promote the work of Australian musicians and performers
4. To provide the opportunity for community groups and related associations, organisations and individuals to be involved in the production and presentation of original programs.
5. To encourage and develop uses of radio for community and public affairs, education, culture, information, entertainment and recreation by, for and directed to the local community including the handicapped, parents, teachers, and children etc.
6. To become a “town crier” of cultural and community information by compiling community resource data and information with respect to local activities, events and developments affecting the community,
7. To promote and encourage innovative and experimental uses of radio.
8. To teach, train, instruct, prepare and assist members to produce material for transmission and to provide facilities for members to learn and practise the technical and aesthetic aspects of radio broadcasting and production.



The Strategic Plan is intended to address these objectives through undertaking activities in 5 Strategic Goal areas, and will report on its progress in addressing these goals and meet its objectives in its Annual Reports.

In implementing this Strategic Plan, the Board will consider each of the Strategies, set out under the five key goals, in the light of the human and financial resources available to the Association and considerations of operational practicality.

GOALS

GOAL 1: Sound Governance

4RFM will ensure that our internal and external structures and processes enable us to achieve our Vision and Objectives.

GOAL 2: Finances, Funding & Sponsorship

4RFM will ensure that we use sound, ethical business practices to maintain our long term financial viability by engaging with local businesses and industry.

GOAL 3: Publicity & Profile Raising

4RFM will continue to operate as, and strive to be, a well-known and much-loved community radio station catering for the information and entertainment needs of the people of Moranbah and surrounding communities in the Isaac Region.

GOAL 4: Members & Volunteers

4RFM will work to expand the existing Membership and Volunteer base and ensure that 4RFM fosters a vibrant, engaging and supportive culture which enables everyone who engages with the Station to contribute and participate in a fulfilling way.

GOAL 5: Management & Programming

4RFM will support our staff and volunteers to deliver a varied Station Program which reflects the expressed needs of listeners and provides adequate opportunities for those who wish to get involved to do so.



GOAL 1: Sound Governance

4RFM will ensure that our internal and external structures and processes enable us to achieve our Vision and Objectives.

1.1 Review our Policies & Procedures (including relevant Rules and Regulations).

- i. Update the Policies & Procedures Manuals to ensure they reflect current information
- ii. Ensure all volunteers complete full induction program
- iii. Create procedure manuals for current staff and volunteer roles

1.2 Undertake a Skills Audit of volunteers and Board

- i. It is recognised that the volunteers and Board have a range of skills and qualifications beyond what is used in their administration or production duties. Better utilising the volunteer resource would benefit both individuals and the Station.

1.4 Investigate the possibility of obtaining a grant for specialised voiceover/announcer training for staff and volunteers to increase the professional skills within the Station.

1.5 Investigate the feasibility of expansion to Clermont, Middlemount and surrounding communities.

1.6 Undertake a thorough review of the Constitution.

GOAL 2: Finances, Funding & Sponsorship

4RFM will ensure that we use sound, ethical business practices to maintain our long term financial viability by engaging with local businesses and industry.

2.1 Develop a Financial Plan and Budget as appropriate to fulfil our obligations as a licensed broadcaster and our obligations to our employees, volunteers, funding agencies and contractors.

2.2 Develop a long-term plan for the Stations' revenue streams, grant funding and other sponsorship opportunities.

2.3 Investigate additional avenues for increasing donations, including bequests and their management.

- i. Make use of FRRR Donation Account to receive tax deductible donations
- ii. Plan to broaden the annual Radiothon event & establish other fundraising community events

2.4 Undertake an investigation into additional sources and levels of funding.

- i. Consider introducing corporate memberships.
- ii. Consider how sponsorship might be most effectively acknowledged.

2.5 Review the financial delegations for Board Executive and staff.



GOAL 3: Publicity & Profile Raising

4RFM will continue to operate as, and strive to be, a well-known and much-loved community radio station catering for the information and entertainment needs of the people of Moranbah and surrounding communities in the Isaac Region.

- 3.1 Investigate opportunities to increase public knowledge of the Station.
 - i. Continue current publicity activities.
 - ii. Investigate the possibility of costing and funding a digital billboard.
 - iii. Continue frequent use of Community Noticeboards, both physical (e.g. Town Square), and virtual (e.g. Facebook).
 - iv. Contact all local businesses on the Community Television Screens to ensure they are aware of 4RFM's comprehensive range of services.

- 3.2 Ensure that the website is of a high standard with current information and an easily accessible menu & readability
 - i. Create a schedule to review and update the website on a regular basis
 - ii. Increase the amount of content on the website (e.g. links to Annual Reports, Constitution, etc.)
 - iii. Investigate how to incorporate coded metadata to show the name of song and artist playing on the website.

- 3.3 Investigate conducting a comprehensive survey of the listenership prior to the development of the next Strategic Plan.

GOAL 4: Members & Volunteers

4RFM will work to expand the existing Membership and Volunteer base and ensure that 4RFM fosters a vibrant, engaging and supportive culture which enables everyone who engages with the Station to contribute and participate in a fulfilling way.

- 4.1 Undertake promotional activities to attract more volunteers and retain existing ones, including for Station administration.
 - i. Expand the school-based programs and opportunities to provide opportunities for increased Youth participation.
 - ii. Identify gaps in Station operations and undertake targeted recruitment to fill any specific niche roles at the Station.
 - iii. Develop a feasible training plan for staff and volunteers
 - iv. Continue providing regular virtual 'Toolbox Talks' for presenters and volunteers.
 - v. Provide opportunity for members and volunteers (including people with disabilities) to develop skills



GOAL 5: Management & Programming

4RFM will support our staff and volunteers to deliver a varied Station Program which reflects the expressed needs of listeners and provides adequate opportunities for those who wish to get involved to do so.

- 5.1 Encourage and attract a greater variety of presenters for broadcasting to continue catering to a wide range of audiences and to engage with listeners.
 - i. Develop a plan to improve the method and timeliness of obtaining listener feedback.

- 5.2 Continue sharing listener's feedback to management, committee and volunteers virtually and on feedback wall.

- 5.3 Regularly review the content and delivery of all programs.

- 5.4 Undertake a review of the key Station positions (e.g. front desk, technical support, volunteer management, training) to ensure both paid and volunteer staff are being well utilised according to needs, priorities and skills.

- 5.5 Undertake a check of all equipment used by volunteers and ensure easy to understand instructions are visible where applicable.



Rock FM Association Inc (4RFM)

Five Year Plan

2020 – 2024

2020

- Continue to evolve and manage the community media screens (advertising) = creates alternative revenue stream, increased publicity and community engagement.
- Successfully re-transmit into Clermont township and surrounds.
- Once expansion into Clermont is successful, we aim to increase our presence within the township, promoting cultural and community information by compiling community resource data and information with respect to local activities, events and developments affecting the community.
- Assess the feasibility of which township to connect to next as part of the goal to connect the entire Isaac Region.
- Increase sponsorship revenue and reinvigorate current long-term sponsor promotions – think outside the box.
- Incorporate some new fundraising opportunities – eg. Music Trivia Night
- Broaden listening base with local community through the creation of a Drive Time Podcast.
- Encourage community participation through Drive Time stings by involving a wide variety of community voices.
- Increase membership through the implementation of a new membership system involving longer membership times to retain members.
- Complete a 10-part Podcast series – encourage the Afternoon Youth Program to create their own Podcast.
- Create a Podcast page on the website and a calendar of events page (google calendar).
- Gain a grant to purchase 2 x 6KVA generators and a small transmitter for the station to allow uninterrupted communication during natural disasters.
- To attract sponsorship from local business for Youth Music content.
- Host a successful Road Safety Week and seek funding for defensive driving opportunities for the local year 12 students.
- New carpet for the station.
- Implementation of a kitchen sink/kitchenette area for the station.
- Attend Oasis Life's multi-cultural morning tea to promote and encourage a more diverse range of volunteers.
- Continue to grow Youth and Volunteer engagement programs.
- Trouble shooting manual for new computer system – John.
- Seek funding for continuous training to improve volunteer skills and to encourage new volunteers.



2021

- Broaden listening base within local community by introducing more podcasts, utilizing topics that relate to community interest.
- Increase readership & distribution of *Moranbah Community News* magazine.
- More social days for presenters to interact and socialise.
- Have an established Youth Program with Dysart and Clermont High Schools working remotely through TeamViewer and once a month live-to-air broadcast.
- Continuous community consultation via Facebook and surveys.
- Creation of a podcasting room.
- Hold twice a year DJ Presenter workshop to attract new Volunteers.
- A continuous maintenance plan for all transmission equipment and studio equipment with the aim to keep everything maintained and current.
- Redesign website to keep up with current design and technology.
- Engage with new members.
- Digital billboard for the front of the station.
- Attend and promote local multicultural events within the community. Seek more diversity within the operations of the station by promoting an openly diverse workplace environment within and into the community.

2022

- Continue to broaden listening base within local community and newly incorporated broadcast communities of Clermont, Middlemount and surrounds.
- Continue to increase readership & distribution of *Moranbah Community News* magazine.
- Increase sponsorship revenue through business contacts in our newly incorporated broadcasting communities.
- Continue to grow Youth and Volunteer engagement programs.
- Aim to grow Radiothon into an event with 'guests' & musicians/artists from Community.
- Maintain and monitor website & social media pages.
- Engage new members.
- Reevaluate current 4RFM staff roles and ongoing contributions to the feasibility of station operations.
- Seek funding for trainer assessor and First Aid Refresher training for staff and volunteers.
- Encourage a more diverse range of programmed music and content constantly being evaluated and feedback sought from the community through online polls and emailed surveys.



2023

- Continue to broaden listening base within local community and facilitate new programs in particular multi-cultural and live night shows.
- Reevaluate current format and content of the *Moranbah Community News* magazine.
- Continue to grow Youth and Volunteer engagement programs.
- Evaluate current Radiothon and look for ways to improve and change it up with the intention to increase community listeners and involvement.
- Continuous improvement regarding website & social media pages.
- Maintain and seek funding for equipment and transmission maintenance and upgrades.
- Increase sponsorship revenue by obtaining media tool kits designed by a professional marketing agency with the aim attract new sponsorship and to reinvigorate current long-term sponsor promotions.
- Be seen more in the community by seeking and attending more outdoor broadcasting events.

2024

- Continue to broaden listening base within local community and facilitate new programs in particular multi-cultural, night shows & Podcasts.
- Continue to increase readership & distribution of *Moranbah Community News* magazine.
- Look for new ideas with the purpose to grow Youth and Volunteer engagement programs. Seek student and community feedback on current youth-based programs to assist with evolving and keeping programs relevant to current student and community interests.
- Evaluate and seek ways to continuously improve on Radiothon.
- Maintain and monitor website & social media pages. Look at current technology and social media trends and base progress on what is current and relevant to date.
- Engage new members.
- Seek new fundraising ideas to grow and maintain cash assets.