



STRATEGIC PLAN 2023 - 2028

Executive Committee – October 2023
Adopted by the Board - November 2023

Mission Statement

For the community

By the community

Objectives

Bunbury Community Radio will provide an outlet to:

promote local community, arts, cultural and sporting groups and events

support local musicians, writers and poets

promote the oral history of the region

cater for alternative musical tastes

support the indigenous community

provide a voice for the disabled

promote education and learning as a lifetime experience

enable multicultural access

highlight local social areas of concern

promote tourism in the region

Guiding Principles

Bunbury Community Radio aspires to maintain broad appeal while providing services to the community

It will be guided by the elected Board of Management

The Board will ensure that the station operates in a financially responsible manner

The Board will set and maintain guidelines in the areas of format, programming and presentation standards

The station will provide programmes with both broad and narrow appeal, presented in a way that appeals to the broader audience

The station will endeavour to broadcast with high levels of presentation, with emphasis on good skills in the craft of broadcasting

Presenters will receive training and support in panel operation and broadcast presentation craft skills

Key Focus Areas

These four areas outline where the 'energy' of the organisation is directed and provides objectives and key performance indicators.

Focus Area 1

Organisational Development

- Maintain partnership with Dalzellup College
- Membership and volunteer recruitment; utilisation and retention
- Maintain and review policy documents
- Review future location of studio

Focus Area 2

Marketing

- Obtain listener feedback via a survey
- Develop a marketing plan
- Update web page

Focus Area 3

Financial Management

- Maintain sponsorship sales arrangements
- Maintain sponsorship sales
- Capital expenditure plan
- Financial controls
- Operating Budget

Focus Area 4

Technical

- Review backup procedures
- Equipment list for Cap Ex
- Investigate application for permanent broadcast licence
- Review software for music, traffic and other components

KEY PERFORMANCE INDICATORS

Focus Area 1 - Organisational Development

Objectives	By Who	Key Performance Indicators	When
Maintain partnership with Dalzellup College	Executive Committee	Maintain a plan for regular involvement by students in station activity Work Experience opportunities	March 2024
Recruit, utilise and retain members and volunteers	Board members	A review of current practices completed and provided to the Board	March 2024
	Board	Adopt the review and plan further action	April 2024
Maintain and review policy documents.	Executive Committee	Review and up-date relevant policy documents	May 2024 Review bi-yearly
	Board	Ratify and adopt new policy changes.	Ongoing
Review future location of station	Board	Board to consider future location of the station beyond the current agreement	July 2024
Creation of key station roles	Board	Recruitment and sourcing key management personnel including; Station manager Technical expertise	

Focus Area 2 - Marketing

Deliverable	By Who	Key Performance Indicators	When
Obtain listener feedback	Executive Committee	Develop listener survey	November 2023
	Board	Provide analysis of survey results for future planning and decide on frequency of future surveys	Feb 2024
Develop a marketing plan	Marketing/Sponsorship Committee	Draft Marketing Plan	Feb 2024
		Draft plan approved and implemented by Board	March 2024
Maintain web page	Executive Committee	Web page regularly updated and maintained	Ongoing

Focus Area 3 - Financial Management

Deliverable	By Who	Key Performance Indicators	When
Ensure sponsorship sales people are in place and working satisfactorily	Executive Committee	Agreements signed with appropriate members as commission sale people	Annually
Review sales commission rate for sales people	Executive Committee	New rate applied to sales commission	Bi-Annually
Attain required sponsorship sales	Executive Committee	Income at budgeted levels	Ongoing
Develop a plan for future capital expenditure	Executive Committee	Plan for long term technical requirements in place	Nov 2023
Ensure financial controls for the organisation are in place and reviewed and updated as necessary	Executive Committee	Plan drafted and implemented	Review Annually
Operational Budget maintained	Treasurer / Executive Committee	Prepare an operational budget for each financial year	June each year
	Board	Approve Operational Budget	June of each year

Focus Area 4 - Technical

Deliverable	By Who	Key Performance Indicators	When
Review backup procedures	Technical Committee	Manual Back-up procedures reviewed and working correctly	Annually
Equipment Replacement schedule for inclusion in Cap Ex planning	Executive Committee	To include:	November 2023
		Upgrade phone system	September 2023
		Complete upgrades and tidy up Studios 1 and 2	
		Replace Studio 1 panel	
		Computer upgrades in key areas. Including streaming computer	
		Update furniture in office, studio and Boardroom	
		Upgrade "Studio 3" set-up to make a more permanent facility	
		Instal remote access and monitoring at the transmitter site	December 2023
		Setup dedicated computer to scan external hard drives and thumb drives for viruses and malware	November 2023
Application for permanent license	Executive Committee	Investigate procedures for obtaining permanent license	February 2025
Review and upgrade software	Executive Committee	Review and investigate other sources of radio software that may improve systems for the station	February 2025