



PLENTY VALLEY FM

STRATEGIC DIRECTIONS

STRATEGIC PLAN 2022 – 2027

YEAR 1 ACTION PLAN

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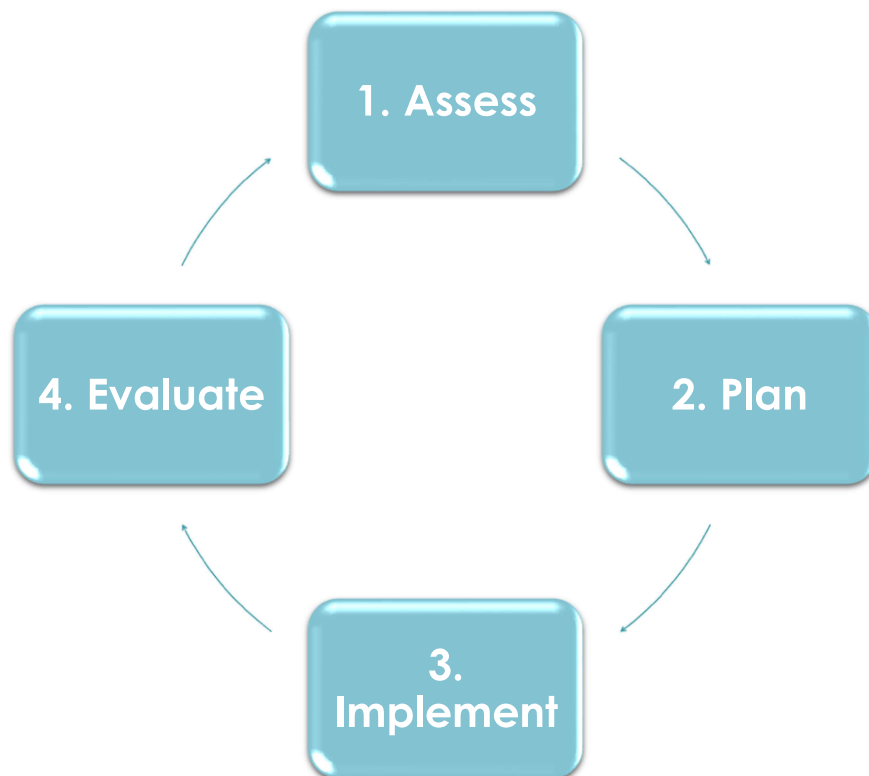
Richard Donelly

OVERVIEW

The Aim of these Plans

Plenty Valley FM (PVFM) is committed to taking a strategic approach to its Governance, Management and Operations.

The following simple but effective planning cycle underpins PVFM's approach to planning.



This Strategic Plan aims to assist PVFM to be sustainable and to grow over the next five years by:

1. Clearly articulating the organisation's Values, Vision and Mission
2. Considering critical internal factors, as well as factors in the environment in which PVFM currently operates
3. Prioritising the Key Result Areas that will enable PVFM to most effectively and efficiently deliver on its Mission and progress towards the Vision identified

The accompanying Action Plan outlines the specific goals, and the associated strategies, responsibilities and timeframes which will enable PVFM to work towards achieving in its Key Result Areas in the coming year.

Our Organisation

PVFM was first established in 1987 as Outer North East radio, and conducted a number of test broadcasts across the former Shire of Diamond Valley (much of which comprises the Shire of Nillumbik today). A founding member of the station was part of the Diamond Valley Council of the day.

The station conducted a number of test broadcasts as an 'Aspirant Licence' station in 1988 and 1989 at local shopping centres, and in 1990 was awarded our 'Full Time Licence'.

The purpose of establishing the station was to deliver local community radio as an information resource to the local area, and in particular to provide safety messages to the communities most at risk from any potential bushfire events – the Plenty Gorge is one of the most bushfire prone areas of the state.

Following the Black Saturday bushfires in 2009, Emergency Management Victoria (EMV) was established and a more formal recognition of our purpose as an emergency broadcaster led to a Memorandum of Understanding (MoU) between EMV and PVFM being prepared and implemented.

The studios were initially located in an unused portable at Yarrambat Primary School, which was fitted out to include a reception area, record library, two main on-air studios, a production facility, and a live to air studio/meeting area.

In 1998, the school had indicated a future use for the site and in consultation with the Whittlesea City Council, the station was able to acquire the site of a former maternal health nurse facility in Mill Park on a peppercorn rent arrangement. This facility has now been purpose-fitted to accommodate a large reception area/Green Room, two main on-air studios, and a small production studio. The station aspires to one day have a permanent building that will allow for a set up similar to that which was in place at the school.

In terms of programming, the station operates 24/7 and is required under our MoU with EMV to have 99.9% capacity for broadcast. We achieve this by using

a diesel generator in the rare times it is needed. Programs are currently listed in our grid from 7am – 12am, with a number of specialist music programs, local sport, lifestyle, and multicultural shows, which air between 6pm – 12am most weeknights.

Today PVFM services the City of Whittlesea, the Shire of Nillumbik, and the northern half of the City of Banyule, and the estimated residential population of this area is approximately 445,000 people.

PVFM is very much 'For the Community, By the Community'.

Our Values

The PVFM Values have been defined as:

- **Community** – encouraging community to actively participate in communicating their message.
- **Diversity** – actively welcoming and inclusive of all people in our community.
- **Respect** – mutual listening, caring and support for everyone in our community.
- **Teamwork** – cooperatively working together for the benefit of our community.
- **Sustainability** – ensuring longevity by developing ongoing community support.

Our Vision

PVFM's Vision is:

A vibrant community radio station with an active team of dedicated people who support the effective and efficient delivery of services by the station.

Our Mission

Our Mission is:

To provide the best possible media platform to fulfil a diverse range of community interests, creative needs, and safety requirements.

OUR STRATEGIC DIRECTIONS

Situational Analysis

In the lead up to and during the February 2022 PVFM planning workshop, participants undertook a SWOT Analysis process, first individually identifying, and later collectively discussing, what they saw as the organisation's Strengths, Weaknesses, Opportunities and Threats.

Current and potential risks were also considered as part of this exercise.

A summary of the information generated from this Situational Analysis can be found in the Appendix.

Our Current Priorities

This Situational Analysis enabled the most pressing matters for PVFM to be identified from amongst the many areas it could potentially work on, and thus it was agreed that over the next five years, the priorities upon which to focus, would be:



Our Key Result Areas

From these priorities, the Key Result Areas (KRAs) can be defined as:

- Increasing connections between the community and the radio station
- Ensuring a sustainable organisation into the future
- Establishing, implementing and maintaining good governance systems and practices

Our Priority Goals

The Priority Goals stemming from the KRAs were determined as follows:

KRA 1 – Community Connections

- Develop and implement a Marketing and Promotions Plan
- Build partnerships with key community organisations and businesses
- Network and collaborate with other community radio stations and sector organisations

KRA 2 – Sustainability

- Develop and implement a Membership Strategy
- Establish and execute a plan to grow volunteer engagement and activation
- Develop and implement a Station Management Succession Plan
- Develop and implement a Financial Sustainability Strategy
- Establish and execute a plan to deliver content through new media

KRA 3 – Good Governance

- Establish and embed a robust Policy Framework
- Undertake a review of the PVFM Rules of Association
- Establish and activate a suitable Sub-committee structure
- Establish and implement effective Risk Management planning
- Establish and implement internal communication protocols

MOVING FORWARD

Implementation and Monitoring

The PVFM Committee of Management will nominate a committee member to have portfolio responsibility to lead the implementation of the PVFM Strategic Directions. That person will oversee the delivery of the Strategic Plan through the implementation of the annual Action Plans.

To further support the implementation of the annual Action Plan, a Monthly Reporting Template will be completed each month by the Strategic Directions portfolio person. The completed monthly reports will then inform discussion of progress against the Action Plan at each meeting of the Committee, which will in turn ensure the necessary tasks are being completed as planned.

External accountability mechanisms will also be in place to support implementation. The Facilitator of these Plans will provide the Monthly Reporting Template and will also receive a copy of each completed monthly report, providing advice and suggestions as appropriate. Plus, each quarter a Quarterly Review Meeting will be held between the Strategic Directions portfolio person and the Facilitator, for a more in-depth review of progress against the Action Plan.

If issues arise that impact upon the implementation of PVFM's Plans, this regular reporting and monitoring will enable PVFM to identify any such issues early and move quickly to take any action necessary to address the issues.

Evaluation

In February 2023, the PVFM Committee will evaluate the overall achievement of the Year 1 Action Plan. This evaluation will trigger a re-assessment of the current situation (as it is at that time), in relation to the KRAs. This will lead into the beginnings of the next cycle of action planning to further deliver on the Strategic Plan.

Beyond Year 1 Action Plan

Following the planning cycle model outlined previously, PVFM will develop new annual Action Plans every 12 months, to support the organisation to continue to deliver on the priorities of this five-year Strategic Plan, thus continuing PVFM's progress towards achieving its overall Vision.

PLENTY VALLEY FM YEAR 1 ACTION PLAN

Key Result Area One: Increasing connections between the community and the radio station

Priority Goals:

- Develop and implement a Marketing and Promotions Plan
- Build partnerships with key community organisations and businesses
- Network and collaborate with other community radio stations and sector organisations

Goal	Strategies	Responsible person/s	Due date	Measures and Outcomes
1.1 PVFM will develop and begin implementing a Marketing and Promotions Plan by 30 April 2022	Prepare draft Plan and circulate to PVFM Committee	Marketing and Promotions Sub Committee	Prior to April 2022 Committee meeting	<u>Measures:</u> Marketing and Promotions Plan in place and being actioned <u>Outcomes:</u> PVFM is raising its profile across the broadcasting area
	Consider draft Plan and provide feedback	PVFM Committee	Prior to and at April 2022 Committee meeting	
	Finalise Plan and commence action	Marketing and Promotions Sub Committee	By 30 April 2022	
1.2 By 31 May 2022 PVFM will establish one new partnership with a key community organisation or business, and one	Scope potential organisations and businesses with whom to partner, specifying the mutually beneficial reasons for partnering with each	PVFM Committee	At April 2022 Committee meeting	<u>Measures:</u> Partnerships with community organisations and businesses are growing at a

<p>more every three months thereafter</p>	<p>Initiate and develop the first partnership, commencing with the one seen as most likely to be successful</p> <p>Develop an action plan for initiating and developing the remaining partnerships for the rest of the year</p> <p>Annually, develop a calendar of forward planning and action for initiating and developing further partnerships</p>	<p>President Strategic Directions Portfolio Officer</p> <p>Strategic Directions Portfolio Officer</p> <p>Strategic Directions Portfolio Officer</p>	<p>By 30 April 2022</p> <p>By 31 May 2022</p> <p>Ongoing</p>	<p>rate of four per year</p> <p><u>Outcomes:</u> PVFM has a growing number of partnerships, and both PVFM and its partners are benefiting in line with the identified mutually beneficial reasons for partnering</p>
<p>1.3 PVFM will commence monthly networking and collaboration activities with other community radio stations and sector organisations by 31 July 2022</p>	<p>Scope potential other community radio stations and sector organisations with whom to network and collaborate, identifying the ways in which this would happen, and the mutually beneficial reasons for doing so with each</p>	<p>PVFM Committee</p>	<p>At June 2022 Committee meeting</p>	<p><u>Measures:</u> Monthly networking/ collaborative activities are occurring</p> <p><u>Outcomes:</u> PVFM has a growing number of collaborative relationships</p>

	<p>Undertake the first activity, commencing with the one seen as most likely to be successful</p> <p>Develop a schedule of monthly activities for the rest of the year</p> <p>Annually, develop a schedule of monthly activities for networking and collaborating with sector organisations and other stations</p>	<p>President Strategic Directions Portfolio Officer</p> <p>Strategic Directions Portfolio Officer</p> <p>Strategic Directions Portfolio Officer</p>	<p>By 30 June 2022</p> <p>By 31 July 2022</p> <p>Ongoing</p>	<p>with other community radio stations and sector organisations, and both PVFM and the other parties are benefiting in line with the identified mutually beneficial reasons for networking and collaborating</p>
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Key Result Area Two: Ensuring a sustainable organisation into the future

Priority Goals:

- Develop and implement a Membership Strategy
- Establish and execute a plan to grow volunteer engagement and activation
- Develop and implement a Station Management Succession Plan
- Develop and implement a Financial Sustainability Strategy
- Establish and execute a plan to deliver content through new media

Goal	Strategies	Responsible person/s	Due date	Measures and Outcomes
2.1 By 30 April 2022 PVFM will develop and begin implementing a Membership Strategy	Prepare draft Strategy and circulate to PVFM Committee	Marketing and Promotions Sub Committee	Prior to April 2022 Committee meeting	<u>Measures:</u> Membership Strategy in place and being actioned <u>Outcomes:</u> PVFM has an increased membership, and members are more actively involved in PVFM activities <u>Measures:</u> Volunteer Engagement and
	Consider draft Strategy and provide feedback	PVFM Committee	Prior to and at April 2022 Committee meeting	
	Finalise Strategy and commence action	Marketing and Promotions Sub Committee	By 30 April 2022	
2.2 PVFM will develop a Volunteer Engagement and	Prepare draft Plan and circulate to PVFM Committee	Volunteer Portfolio Officer	Prior to April 2022 Committee meeting	

<p>Activation Plan by 30 April 2022</p>	<p>Consider draft Plan and provide feedback Finalise Plan and commence action</p>	<p>PVFM Committee Volunteer Portfolio Officer</p>	<p>Prior to and at April 2022 Committee meeting By 30 April 2022</p>	<p>Activation Plan in place and being actioned <u>Outcomes:</u> PVFM has an increased volunteer base, and volunteers are more engaged with PVFM</p>
<p>2.3 By 30 June 2022 PVFM will develop and begin implementing a Management Succession Plan</p>	<p>Prepare draft Plan and circulate to PVFM Committee Consider draft Plan and provide feedback Finalise Plan and commence implementation</p>	<p>Strategic Directions Portfolio Officer Committee Strategic Directions Portfolio Officer</p>	<p>Prior to June 2022 Committee meeting Prior to and at June 2022 Committee meeting By 30 June 2022</p>	<p><u>Measures:</u> Committee Succession Plan in place and being implemented <u>Outcomes:</u> PVFM Committee has a clear line of succession for Executive roles</p>
<p>2.4 PVFM will develop and begin actioning a Financial Sustainability Strategy by 31 August 2022</p>	<p>Prepare draft Strategy and circulate to PVFM Committee Consider draft Strategy and provide feedback</p>	<p>Finance Sub Committee PVFM Committee</p>	<p>Prior to August 2022 Committee meeting Prior to and at August 2022 Committee meeting</p>	<p><u>Measures:</u> Financial Sustainability Strategy in place and being actioned</p>

2.5 By 30 September 2022 PVFM will establish and a plan for delivering content through new media	Finalise Strategy and commence action	Strategic Directions Portfolio Officer	By 31 August 2022	<u>Outcomes:</u> PVFM is a financially sustainable organisation
	Prepare draft Plan and circulate to PVFM Committee	Technical Portfolio Officer	Prior to September 2022 Committee meeting	<u>Measures:</u> Plan in place and being actioned
	Consider draft Plan and provide feedback	PVFM Committee	Prior to and at September 2022 Committee meeting	<u>Outcomes:</u> PVFM is delivering content through new media
	Finalise Plan and commence action	Technical Portfolio Officer	By 30 September 2022	

Key Result Area Three: Establishing, implementing and maintaining good governance systems and practices

Priority Goals:

- Establish and embed a robust Policy Framework
- Undertake a review of the PVFM Rules of Association
- Establish and activate a suitable Sub-committee structure
- Establish and implement effective Risk Management planning
- Establish and implement internal communication protocols

Goal	Strategies	Responsible person/s	Due date	Measures and Outcomes
3.1 PVFM will have established a robust Policy Framework and embedded it across the organisation by 30 November 2022	Map the requirements for a robust Policy Framework for a community radio station	PVFM Committee	At May 2022 Committee meeting	<u>Measures:</u> Policy framework in place and being followed
	Consult with community radio sector organisations and other stations to identify any gaps in the proposed Policy Framework	Policy Portfolio Officer	By 30 June 2022	<u>Outcomes:</u> All PVFM activity is guided by documented policies and procedures
	Source existing documents from across the sector to use as templates	Policy Portfolio Officer	By 31 July 2022	

3.2 By 30 November 2022 PVFM will undertake a review of its Rules of Association	Where none exist within the sector, source existing documents outside the sector for templates	Policy Portfolio Officer	By 31 August 2022	<p><u>Measures:</u> PVFM Rules have been reviewed, and updated as appropriate</p> <p><u>Outcomes:</u> PVFM has an up-to-date set of Rules which reflect the current practices</p>
	Include PVFM Policy Framework in all orientation of PVFM staff/volunteers/other personnel	Training Officer	Ongoing	
	Provide periodic reminders and refreshers of the PVFM Policy Framework to all PVFM personnel	Policy Portfolio Officer	Ongoing	
	Review Statement of Purposes and update as necessary	PVFM Committee	At June 2022 Committee meeting	
	Review current Rules of Association, prepare draft updated version, and circulate to PVFM Committee for comment	Strategic Directions Portfolio Officer	By 31 July 2022	
	Consider draft and provide feedback	PVFM Committee	By 31 August 2022	

	<p>Finalise proposed new Rules</p> <p>Organise for a Special Resolution to be put to the members, to vote on the proposed new Rules at the Annual General Meeting</p> <p>Lodge endorsed new Rules with CAV for approval</p> <p>Profile approved Rules with all members, and post in an accessible location</p>	<p>Strategic Directions Portfolio Officer</p> <p>Secretary</p> <p>Secretary</p> <p>Secretary</p>	<p>By 30 September 2022</p> <p>By 31 October 2022</p> <p>By 30 November 2022</p> <p>Following CAV approval</p>	<p>of the organisation</p>
<p>3.3 PVFM will establish and activate a suitable Sub-committee structure by 31 March 2022</p>	<p>Review existing Sub-committee structure and update as required</p> <p>Nominate a Committee member to chair each Sub-committee</p> <p>Establish Terms of Reference for each Sub-committee, including: Roles and Responsibilities,</p>	<p>PVFM Committee</p> <p>PVFM Committee</p> <p>Strategic Directions Portfolio Officer PVFM Committee</p>	<p>At March 2022 Committee meeting</p> <p>At March 2022 Committee meeting</p> <p>By 31 March 2022</p>	<p><u>Measures:</u> A suitable Sub-committee structure is in place and operating effectively</p> <p><u>Outcomes:</u> The business of the PVFM Committee is well supported</p>

	Delegations, meeting frequencies, Reporting Protocols			by an appropriate sub-committee structure
	Recruit two (ideally) non-Committee members to join each Sub-committee	President PVFM Committee	By 31 March 2022	
3.4 By 30 June 2022 PVFM will establish and implement effective Risk Management planning	Review Risk Register to ensure Weaknesses, Threats, Risks and Hazards identified in this planning process (and any other newly identified risks/hazards), are captured therein	Risk Management Sub-committee	By 31 May 2022	<p><u>Measures:</u> An ongoing cycle of Risk Management Planning is being implemented</p> <p><u>Outcomes:</u> PVFM's risks are being identified, and appropriately managed</p>
	Undertake a process of assessing and prioritising all identified risks/hazards	Risk Management Sub-committee	By 31 May 2022	
	Develop risk/hazard mitigation strategies for all priority risks	Risk Management Sub-committee	By 30 June 2022	
	Put mitigation strategies into a plan of action, commencing with addressing the most	Risk Management Sub-committee	By 30 June 2022	

	<p>serious issues, most urgently</p> <p>Schedule an ongoing cycle of periodic risk/hazard:</p> <ol style="list-style-type: none"> 1) identification and review, 2) assessment and prioritisation, and 3) mitigation <p>Oversee PVFM Risk Management</p>	<p>Risk Management Sub-committee</p> <p>PVFM Committee</p>	<p>By 30 June 2022</p> <p>Ongoing, at each Committee of Management meeting</p>	
<p>3.5 PVFM will establish and implement internal communication protocols by 31 May 2022</p>	<p>Identify all internal communication processes</p> <p>Draft protocols for each internal communication and circulate to PVFM Committee</p> <p>Consider draft protocols and provide feedback</p> <p>Finalise protocols and commence implementation</p>	<p>President Secretary</p> <p>President Secretary</p> <p>PVFM Committee</p> <p>President Secretary All PVFM personnel</p>	<p>By 30 April 2022</p> <p>Prior to May 2022 Committee meeting</p> <p>Prior to and at May 2022 Committee meeting</p> <p>By 31 May 2022</p>	<p><u>Measures:</u> Internal communication protocols are in place and are guiding internal station communications</p> <p><u>Outcomes:</u> Internal communication is clear and effective</p>