



PLENTY VALLEY FM

STRATEGIC DIRECTIONS

STRATEGIC PLAN 2022 – 2027

YEAR 1 ACTION PLAN

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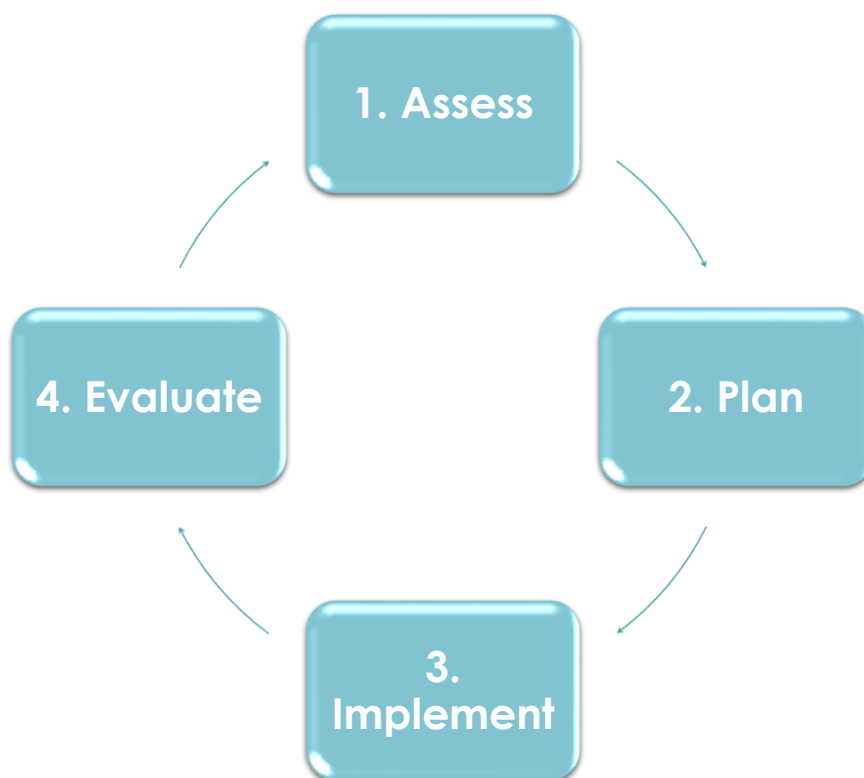
TABLE OF CONTENTS	PAGE		
Overview	2		
The Aim of these Plans	2		
Our Organisation	3		
Our Values	4		
Our Vision	4		
Our Mission	4		
Our Strategic Directions	5		
Situational Analysis	5		
Our Current Priorities	5		
Our Key Result Areas	6		
Our Priority Goals	6		
Moving forward	7		
Implementation and Monitoring	7		
Evaluation	7		
Beyond Year 1 Action Plan	8		
Year 1 Action Plan	9		
 APPENDICIES			
Situational Analysis Summary	20		
Discussing Priorities	29		
 ACKNOWLEDGEMENTS			
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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

more every three months thereafter	Initiate and develop the first partnership, commencing with the one seen as most likely to be successful	President Strategic Directions Portfolio Officer	By 30 April 2022	rate of four per year <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
	Develop an action plan for initiating and developing the remaining partnerships for the rest of the year	Strategic Directions Portfolio Officer	By 31 May 2022	
	Annually, develop a calendar of forward planning and action for initiating and developing further partnerships	Strategic Directions Portfolio Officer	Ongoing	
1.3 PVFM will commence monthly networking and collaboration activities with other community radio stations and sector organisations by 31 July 2022	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	PVFM Committee	At June 2022 Committee meeting	<u>Measures:</u> Monthly networking/ collaborative activities are occurring <u>Outcomes:</u> PVFM has a growing number of collaborative relationships

	Undertake the first activity, commencing with the one seen as most likely to be successful	President Strategic Directions Portfolio Officer	By 30 June 2022	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
	Develop a schedule of monthly activities for the rest of the year	Strategic Directions Portfolio Officer	By 31 July 2022	
	Annually, develop a schedule of monthly activities for networking and collaborating with sector organisations and other stations	Strategic Directions Portfolio Officer	Ongoing	

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
	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	<u>Measures:</u> Volunteer Engagement and

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

	Finalise Strategy and commence action	Strategic Directions Portfolio Officer	By 31 August 2022	<u>Outcomes:</u> PVFM is a financially sustainable organisation
2.5 By 30 September 2022 PVFM will establish and a plan for delivering content through new media	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 <u>Outcomes:</u> All PVFM activity is guided by documented policies and procedures
	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	
	Source existing documents from across the sector to use as templates	Policy Portfolio Officer	By 31 July 2022	

	Where none exist within the sector, source existing documents outside the sector for templates	Policy Portfolio Officer	By 31 August 2022	
	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	
3.2 By 30 November 2022 PVFM will undertake a review of its Rules of Association	Review Statement of Purposes and update as necessary	PVFM Committee	At June 2022 Committee meeting	<u>Measures:</u> PVFM Rules have been reviewed, and updated as appropriate <u>Outcomes:</u> PVFM has an up-to-date set of Rules which reflect the current practices
	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	

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

	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	<u>Measures:</u> An ongoing cycle of Risk Management Planning is being implemented <u>Outcomes:</u> PVFM's risks are being identified, and appropriately managed
	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	

	serious issues, most urgently			
	Schedule an ongoing cycle of periodic risk/hazard: 1) identification and review, 2) assessment and prioritisation, and 3) mitigation	Risk Management Sub-committee	By 30 June 2022	
	Oversee PVFM Risk Management	PVFM Committee	Ongoing, at each Committee of Management meeting	
3.5 PVFM will establish and implement internal communication protocols by 31 May 2022	Identify all internal communication processes	President Secretary	By 30 April 2022	<u>Measures:</u> Internal communication protocols are in place and are guiding internal station communications
	Draft protocols for each internal communication and circulate to PVFM Committee	President Secretary	Prior to May 2022 Committee meeting	
	Consider draft protocols and provide feedback	PVFM Committee	Prior to and at May 2022 Committee meeting	<u>Outcomes:</u> Internal communication is clear and effective
	Finalise protocols and commence implementation	President Secretary All PVFM personnel	By 31 May 2022	

APPENDICIES

Situational Analysis Summary (raw data from pre-session work completed by participants in preparation for February 2022 planning session)

Strengths

- We provide relevant and up-to-date information regarding emergency services within the community
- We provide specialist and non-English speaking programs that cater to the community
- We promote businesses within the community
- We promote and engage in local events
- We promote Australian music
- We engage with the public through social media
- Striving to improve our sound professionally
- Striving to upgrade on new skills
- Create podcast content
- Striving to understand/ask what listeners/public would like to hear/see i.e. through surveys
- Develop volunteer talent
- Committed and passionate volunteers in our station
- Reputation in emergency broadcasting with: EMV, councils, CFA, SES, listeners
- Skill set of members
- Community groups' support
- Technical capability
- Outside broadcast capability – large, medium, small
- On-air delivery
- Broadcasting licence
- Training
- Grants development coordinator
- Security system
- Our assets
- Excellence in technical support
- PVFM accountant
- Committee of Management

- Broadcasting equipment
- Access to CBAA, CBF, CMTD, ACMA
- Excellent community asset
- Local sport coverage brings a bulk portion of our audience
- Multicultural programs
- Leading emergency broadcaster
- Presenters bringing their music knowledge in specialist music shows to entertain listeners
- Expert commentary and broadcasting experts in genres of music, in sport, etc
- Flexibility in broadcasting – times, themes, programs
- Diversity of programming

Weaknesses

- Some presenters tend to copy the work of others so they can feel they are coming across as original/professional – it sounds very unprofessional/unoriginal
- Some presenters sound rather fake on air (and try to be funny when they're not) and when recording voiceovers
- After being on air a year or so, when presenting a program, some can tend to still sound unprofessional
- Lack of involvement due to family or work commitments
- Could promote podcasts further, not just shows
- work in an isolated environments (studio) and if someone became unwell there may not be someone available to support them
- Don't self-promote enough
- Member participation insufficient – Committee of Management left to manage
- Not currently a cohesive group
- Too dependent upon grants – need to develop further funding streams
- Time poor
- Presenters who are unable to be involved in: social activities, professional development, outside broadcasts, Bunnings, markets, and other community events
- Gaps in programming throughout the week
- Income – rely on grants all the time

- Trends in media – podcasts becoming more popular than radio, radio on demand instead of real time, audience concentration limited to short spurts then move to digital technology and numerous online platforms (more competition than ever), core group of presenters versus those who move on after a year or two, audience demographic changing
- Few people in the community are aware of what the building is
- No idea of listening demographic, based more on assumptions of what has been happening the last 30 plus years
- 85% of volunteers are inactive
- Programming is dated
- Station logo is dated and unappealing
- Revenue streams not strong or regular enough
- Presenters unable/unwilling to commit to efforts to build community engagement or invest time in the station beyond their own shows (some consider their volunteer presenting as their 'unpaid' commitment)
- Policies and procedures not meaningful/understood, or delivered to increase understanding, or are no longer reliable/current/relevant in current operational procedures
- Not understanding our risks
- Not knowing our audience numbers
- We don't engage in ratings but most businesses reluctant to invest in us as a community asset without a concrete reasoning of their return on investment
- Not being able to sell our story consistently/strongly (how do people engage in a one-minute elevator chat about who we are?)
- Volunteer base becomes fatigued
- Internal 'brawling' ...which has substantially decreased in the current station management/presidency
- Wanting to just copy FM stations

Opportunities

- Create a partnership/network with communities that would like to have their voices heard on radio regarding issues of concern
- Create a partnership/network with business to promote sponsorship

- Create fundraising opportunities to generate further income i.e. radiothon, sausage sizzles
- Develop volunteer talent through training and activities
- Being present at local sporting like we are at festivals
- With businesses coming out of covid we may be able to tailor sponsorship packages to better suit their situations
- Target all local area community groups as most have been hit by lockdowns – need to emphasise they are still around and viable – community group memberships
- Need to develop relationships with all the business networks in our licence area e.g. Greensborough Traders Association, Nillumbik Tourist and Business Association, etc – develop a list and a proposal
- Develop a succession plan for vital roles in the organisation
- Sponsors
- Philanthropic organisations
- New membership growth
- Further community group engagement
- Conference participation
- Communication
- Get youth involved
- Apply for funding to transfer to a digital platform
- New programs through training program
- Offering customised training program as required to organisations
- Develop other income streams e.g. public short courses, one-day programs, etc
- Planning committees required for funding etc
- Social club
- Membership drives
- Competitions
- Radiothon
- Carpark events
- Enhancing content delivery and revenue possibilities through developing podcasts
- Participating in sector digitisation
- Potential to partner with other stations e.g. fellow emergency broadcasters or neighbouring stations, to bring awareness of the sector

- Building better relationships with community groups (1200 in our area) by developing targeted programming and segments
- With the reduction in traditional media outlets, we can connect stronger locally
- Becoming a leader in community radio
- Capturing markets previously untapped
- Podcasts

Threats

- Lack of funding e.g. government grants
- Lack of interest from volunteers for whatever reason, maybe e.g. family, political beliefs, work, developing other interests, etc
- Lack of sponsorship
- Mental fatigue/burnout
- Due to covid, events may be cancelled or volunteers may become unwell
- Financial instability
- Internal member distraction – other agendas
- Too much left to the few to keep the station operating
- Loss of lease for Mill Park complex (council lease)
- Equipment
- Lack of succession planning
- HR (turnover increased over recent years)
- Losing excellent technicians
- Organisation classified 'old age'
- Risk of being too automated
- Threat of those with the history of PVFM moving on
- Volunteers that make it all about them and only have a vested interest
- Always the same people doing everything
- Insolvency, or being unable to grow our revenue
- Licence not renewed
- Not being ready for digitisation
- Social media preferred method for consuming local info
- Lack of growth in members
- Generational change and losing 'corporate' knowledge from the station

- Podcast world...just look at what has happened to live TV
- Ongoing funding

Risks

- Risks – lack of sponsorship money, drop in volunteers/members, lack of funding, mental fatigue/burn out
- Hazards – mental fatigue/burn out
- Volunteers may become unwell and not able to attend events
- Events may be cancelled/delayed due to above
- Equipment failure and not able to broadcast
- Drop in presenter availability due to continuation of covid
- Loss of transmission link Mill Park to Yarrambat – equipment failure/parts availability
- Adjacent gum tree falls on Mill Park complex – severe damage to building/equipment
- Power surge damage is equipment at Yarrambat transmitter/Mill Park studios
- Loss of transmission licence due to unforeseen event
- The building – risk of being taken back by council, or being pulverised by the tree
- Losing grants – not enough money to run the station
- Losing other income i.e. sponsors, members, community groups, in tight times
- Change in local council officials in our broadcast area, who may not support us
- Location – safety late at night, despite floodlighting it's still pretty spooky
- Leaving at night – easement and laneway both dark at night
- Kindergarten – plans for expansion
- Generator – lid way too heavy for some to lift themselves
- Volunteer burnout
- Licence not renewed
- Damage to station – fire, flood, other causes
- Unable to meet 99.9% broadcast time (EMV MoU)
- No rules/outdated rules
- Unable to form a Committee of Management

- Unable to meet financial commitments
- No members
- IT upgrades incompatible with existing systems
- Untrained/unskilled staff/volunteers
- No staff
- Not holding fund raising licence
- Unable to get permit for fundraiser
- Xero failure
- Financial audit failure
- Lack of financial management practises
- Unable to recover debts
- Fraud by a member
- Sponsorships down
- Lack of business continuity planning/governance schedule
- Inadequate Public Liability insurance
- Lack of succession planning
- Delegation schedule fails
- Failure of document disposal schedule
- Memberships drops
- Unable to manage member disputes
- Playlist inoperable
- Studio equipment failure
- Portable equipment failure
- Misuse of equipment
- Loss of mains power
- Outside broadcasting van unable to be towed
- Power unavailable at uncontrolled location
- Playlist schedule failure
- Inability to fill program grid with content
- Untrained presenters
- Incorrect VT files loaded
- Annual statement to ACNC not filed
- Broadcast law breach
- Failing audit (ACMA, CBAA, other external stakeholders)
- No OH&S policies
- Outdated policies

- Failure to respond to a complaint
- Unable to meet Strategic Plan targets
- Transmission hut fire
- Transmission aerial damage (storm)
- Hut damage (storm, vandalism)
- Aerial removal/damage by a third party
- Lost relay
- Generator loss
- Internet failure
- Telecommunication failure
- Presenter injury
- Slip, trip, fall
- Covid case/outbreak
- Electrocutation
- Updating of systems and checking their completion so that broadcasting is not adversely affected
- Communication to broadcasters
- Broadcasters only utilised if they are computer literate – are we missing out on possibilities?
- Training in systems and recording, and recording programs – just not sufficient

Other considerations

- To provide a high-quality technical service as a volunteer to our community.
- To try and achieve what they call the 5 nines rule. That being, an On-air up time of 99.999 percent. This is modelled on telecommunications SLAs.
- Doing whatever it takes to achieve the above.
- To embrace and encourage purchases of new technologies for the station
- Statement of Purposes:
 - i. To develop and maintain a non-profit making, community-based radio broadcast station that will present as high a standard of technical and program expertise as possible.



- ii. To present to the community a high level of local music content, with local artists given access to airtime.
- iii. To encourage and assist local playwrights, songwriters, poets, novelists, and other writers, by broadcasting their works.
- iv. To provide our audience with information on local facilities, services and events of public interest.
- v. To cooperate with local and state authorities in disseminating information and to provide assistance to those authorities, particularly in times of emergency.
- vi. To provide a facility and environment which will enable volunteers and staff to reach and maintain a high level of personal and technical expertise and provide a system of training and retraining for staff.
- vii. To present a programming policy which takes minority groupings into consideration.

Discussing Priorities (visual summary of discussion between participants at February 2022 planning session)

