

VERSION 3.3

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STRATEGIC PLAN

2018 - 2023

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QUEENSLAND RADIO FOR THE PRINT HANDICAPPED LIMITED

SUITE 3, 17 HENRY STREET, SPRING HILL, QLD 4000

EXECUTIVE SUMMARY

What are the factors that contribute to people having opportunities for a high quality of life in our community? This question fuels the vision of Radio 4RPH and resides at the heart of our new strategic plan. While we provide answers in the form of five-year objectives and strategies, we know that the most effective community foundations in the twenty-first century will continuously refine their strategies as the external landscape evolves and new lessons are learned. In this spirit, our strategic plan is intended to be a dynamic roadmap, defining a clear “destination” – where we want to be in 2023 – and encouraging flexibility and creativity throughout the journey over the coming decade.

This plan is intended to drive positive change within Radio 4RPH and the community while also embracing continuity. The plan provides a sharper focus to our work in the form of community-impactive objectives, driven by the community’s needs and priorities. It requires us to rethink how we organise our time and talent, and where we invest dollars. At the same time, the plan strongly reaffirms the station’s historical commitment to helping our community’s print disabled residents have access to information and education. The plan strengthens our commitment to donors, members, volunteers, sponsors, and community leaders as essential drivers of innovation and positive changes in our community.

MISSION STATEMENT

Radio 4RPH exists to empower and engage those with a print disability, vision impairment, and those that English is a second language that live in the greater Brisbane area. This is done through reading informative, educational, entertaining, and community-minded printed content during our 24-hours a day, seven days a week broadcast on AM 1296, DAB+, and online streaming. We want to help foster a culture where a print disability is not a barrier to information, education, volunteering, or employment.

VISION

Radio 4RPH envisions a community where those with a print disability in the greater Brisbane area have better access to the news, current affairs, and literature thus helping to improve their lives. This is why our motto is ***empowerment through information***.

VALUES

Leadership: We listen to and learn from our community, our members, volunteers, and staff. Radio 4RPH continues to help better the lives of those with a print disability through information, education, and guidance.

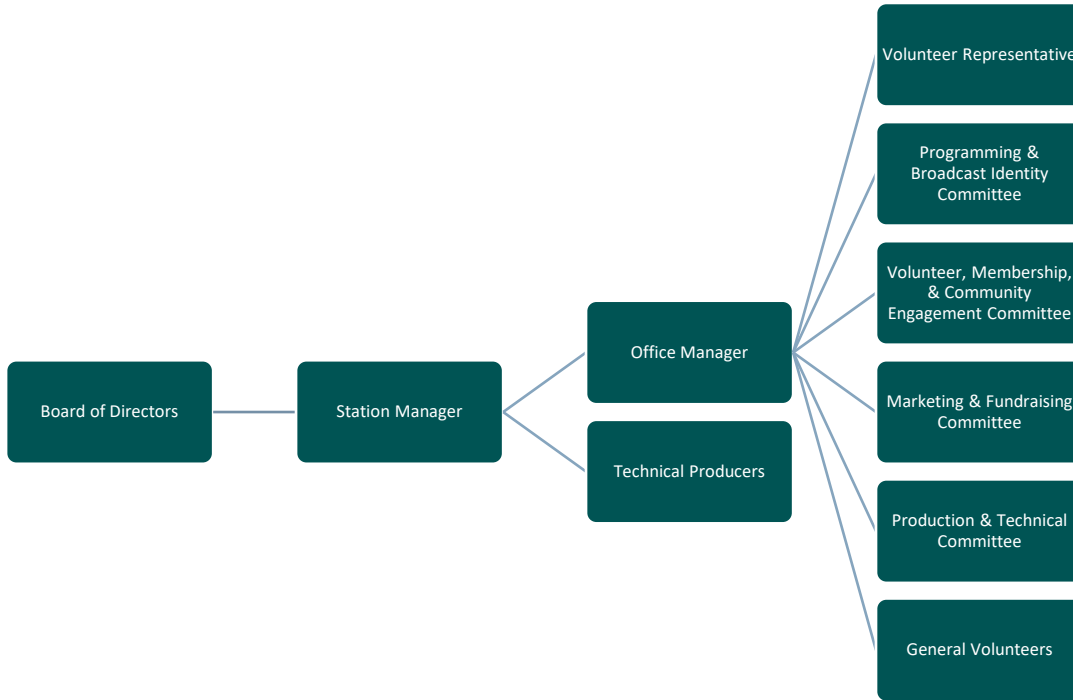
Equality: We believe in the right of participation of those with a print disability and assist the community in ensuring that print disability isn’t a barrier in that.

Inclusiveness: We practice and champion inclusiveness in our community. We honour diverse strengths, needs, voices, and backgrounds of all members of our community. We also encourage people from all walks of life to take part in our broadcasting activities.

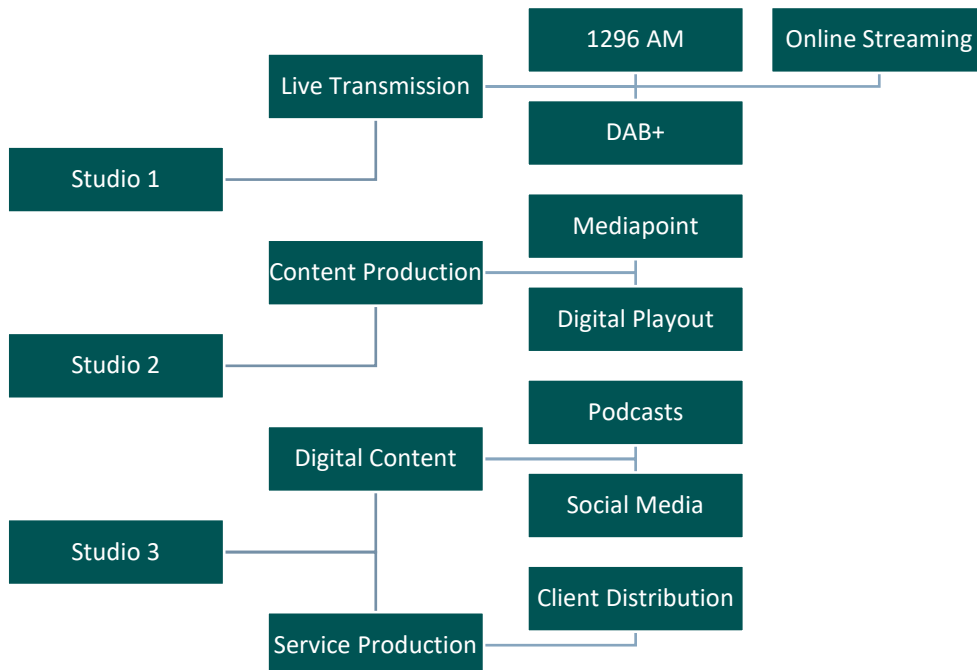
Service: Radio 4RPH believes in excellence in service delivery through collaboration and effective communication. This service is achieved with the willing participation and commitment of volunteers, members, and the staff of Radio 4RPH.

This strategic plan is constructed to advance, uphold, and strengthen our mission, vision, and core values. It translates our enduring ideas into tangible outcomes and pragmatic strategies.

ORGANISATIONAL CHART



BROADCAST PIPELINE



SWOT

STRENGTHS

- Niche Service
- AM, Digital, and Online streaming signals
- Ability to read most printed content
- Advanced playout systems
- Strong community support

WEAKNESSES

- Trouble attracting sponsors
- Profit
- AM Signal strength
- Aging member & volunteer base
- Reputation for being an “old person’s” radio station
- Out of date equipment

OPPORTUNITIES

- Better digital engagement
- Programming variety
- Strengthen internet service awareness
- Partnerships with Universities
- Different content streams online

THREATS

- Podcasts
- FM Radio
- Aging population
- Loss of Federal funding

GOALS AND STRATEGIES

At one-time Radio 4RPH was the top station in the greater Brisbane area for the community to get their news. Over the past two decades, this has been in a steady decline due to lack of community engagement, lack of marketing, and not taking into consideration the community’s wants and needs. In 2017, this trend was turned around, and we have started the station in a new direction. To continue this trend, we will need to focus on five main goals.

GOAL 1. GROW AUDIENCE, SALES, CONTENT, AND COMMUNITY ENGAGEMENT

Strategies	Activities	Measures
Participate in community events	Engage with local community groups and not-for-profits to participate in their events	Media coverage, social media engagement, an increase of member, volunteer, and sponsorship interest.
Target marketing via social media	Design and implement social media marketing	Reach 1,296 Facebook likes and 1,296 Twitter followers in 2018. The overall increase of volunteer interest through Volunteer Queensland, Vollie, and our website.
Partner with sponsors to deliver mutually beneficial content projects	Seek and sign partnership agreements with sponsors for content production	Hit a target of \$350,000 in sales EOFY 2018-2019, and an

		increase paid broadcast time by 25 per cent.
Engage with volunteers' passions to help create diverse content and build community	Establish new volunteer-based committees and engage them in established and newly created endeavours.	Double volunteer content creation in 2018. Have each committee at capacity by the end of 2018 calendar year. Five planned and volunteer curated initiatives for 2019.
Partner with Universities for content, listeners, and volunteers	Engage with main universities and promote volunteer opportunities with the station and marketing pathways for the university.	Secure a detailed engagement arrangement with at least two universities.
Establish RPH Creative content	Produce new educational video and audio content for digital distribution.	Build Studio 3 for this purpose Publish at least ten new programs under the RPH Creative banner by the end of 2018 Increase production by 100 per cent in subsequent years.

GOAL 2. CREATE A MORE INCLUSIVE AND DIVERSE CULTURE

Strategies	Activities	Measures
Engage with Aboriginal and Torre Strait Islander Community	Partner with the Turrbal Aboriginal Nation to help create inclusive and diverse content	At least two Indigenous programs by the end of 2018. Increased to at least five in 2019. Indigenous volunteers on-air, on committees, and on the board.
Engage with LGBTI community	Partner with QNews and Open Doors Youth Service to help	At least two LGBTI programs by the end of 2018.

	create inclusive and diverse content	Increased to at least five in 2019. LGBTI volunteers on-air, on committees, and on the board.
Engage with the ethnic community	Partner with 4EB and local ethnic communities	At least two ethnic programs by the end of 2018. Increased to at least five in 2019. Ethnic volunteers on-air, on committees, and on the board.
Establish Queensland United Community Broadcasters	Partner with Queensland based community broadcasters to help engage the state government and local councils for ongoing funding.	Run a first QUCB Event for politicians, councillors, and leaders of business February 2019.
Celebrate women in the industry	Create specials for World Women's Day and profile the wonderful women that work and volunteer at Radio 4RPH	Increase our female volunteer participation by 10% in 2018.
Establish more "English as a second language" specific content	Partner with local English learning centres to establish educational protocols for ESL content	At least two E2L programs by the end of 2018. Increased to at least five in 2019

GOAL 3. EMPOWER AND UPSKILL VOLUNTEERS AND STAFF

Strategies	Activities	Measures
Hold regular monthly training events	Monthly in-studio training on various topics, online educational tutorials	Improved technical and procedural understanding of the station, less on-air "dead spots."
Partner with an RTO to provide accredited training	Provide training for members, volunteers, and staff	Increase volunteer training numbers by 25 per cent each year

Partner with employment agencies for pathways for volunteers	Establish accessibility pathways for seniors, vision impaired, and ESL individuals	A minimum of a 5 per cent turnover in volunteers due to employment placement.
Celebrate our volunteers and members	Profile our amazing volunteers on-air and via social media, hold member and volunteer functions twice a year	A 10 per cent increase in Community Engagement Survey entries each year. The increase of 50 shares, likes, and retweets on social media posts per month.
Create volunteer award and appreciation event	Honour the hard-working volunteers by creating an honorary volunteer award	A 25 per cent increase in bi-annually internal review survey entries.

GOAL 4. CELEBRATE OURSELVES AND OUR COMMUNITY

Strategies	Activities	Measures
Establish RPH Inclusive Community initiative	Partner with local not-for-profits, highlight the work via on-air and social media promotions. Engage in communities not represented on the station.	Partner with at least two NFPs by the end of 2018. Real social media targets of 1,296 followers and likes in 2018.
Promote special volunteers in the community	Share “member of the week” stories on-air and on social media	Real social media targets of 1,296 followers and likes in 2018. A 10 per cent increase in Community Engagement Survey entries each year. The increase of 50 shares, likes, and retweets on social media posts per month.
Highlight our content on different platforms	Use social media and print partners via media release to promote popular, new, and exciting programs	A 25 per cent increase in web traffic in 2018. Real social media targets of 1,296 followers and likes in 2018.

		<p>A 10 per cent increase in Community Engagement Survey entries each year.</p> <p>The increase of 50 shares, likes and retweets on social media posts per month.</p>
Engage with members and donors.	Expand member benefits, request feedback on new programs or schedule changes, and hold more member only events	<p>A 10 per cent increase in donations in 2018.</p> <p>An increase of at least 50 new members by EOFY 2018-2019.</p>

YEAR TO YEAR ACTION PLAN

2018

By December 2018

- Replace and upgrade station equipment
- Build Studio 3
- Create at least 10 RPH Creative programs
- Establish RPH Inclusive Community Initiative
- Create at least two programs for Indigenous, LBGTI, ethnic, and E2L communities
- Partner with at least two universities and two NFPs for mutually beneficial engagement plans
- Reach at least 1,296 followers on Twitter and 1,296 Likes on Facebook.
- Run six volunteer training sessions
- (Hopefully) Win at least one CBAA Award.

2019

By July 2019

- Lead RPH sector in innovation, members, volunteers, and engagement
- Increase sales to \$350,000
- Increase production of all content
- Increase Community Engagement Survey entries by at least 10 per cent.
- Increase web traffic by 25 per cent.
- Increase donations by 10 per cent.
- At least 50 new members
- A 25 per cent increase in paid broadcast time
- A 10 per cent increase in volunteers
- Have held a QUCB event.

By December 2019

- The increase of five new Indigenous, LGBTI, ethnic, and E2L programs
- The increase of RPH Creative content by 100 per cent
- Grow all other actives by a minimum of 5 per cent.
- Sweep the CBAA Awards (We can dream.)

2020

By July 2019

- Increase sales to \$450,000
- Increase all other income by 10 per cent
- Grow all other actives by a minimum of 5 per cent
- Other details TBD by July 2019

2021

- Increase sales to \$550,000
- Increase all other income by 10 per cent
- Grow all other actives by a minimum of 5 per cent
- Other details TBD by July 2020

2022

- Increase sales to \$650,000
- Increase all other income by 10 per cent
- Grow all other actives by a minimum of 5 per cent
- Other details TBD by July 2021

2023

- Increase sales to \$750,000
- Increase all other income by 10 per cent
- Grow all other actives by a minimum of 5 per cent
- Other details TBD by July 2022