

Coast FM 5 Year Strategic Plan 2019/20—2024/25

Background: Central Coast Community FM Radio Association Inc. was incorporated in 1988 after its beginnings with a first test broadcast in 1984 as the Central Coast Media Association. The station's original call sign is 2CCC, and since 2006 has operated as Coast FM 963. Coast FM holds a general community interest radio licence with ACMA (The Australian Communications and Media Authority), currently valid until August 2021.

The strategic plan, and associated budget, is updated annually by the Management Committee to provide a focus for the continued, sustainable operation and development of Coast FM in accordance with its rules, vision, purpose and values.

Coast FM Vision Statement: To be a local voice for the Central Coast Community.

Purpose Statement: Coast FM is a community radio station broadcasting a diverse range of programs made by volunteers to inform, engage, entertain and connect the Central Coast community. –

Coast FM Values: The core values of Coast FM are:

To recognise and value a diverse range of stakeholders — listeners, presenters, volunteers, members, sponsors, community groups and the broader Central Coast community

To be of service and be accessible to community organisations and the broader community — to be a resource for the Central Coast community

To be respectful in dealings with each other, the listening audience and the general public.

To remain a non-profit, community based organisation *where* volunteers make the radio

Website and Social Media: **Goal:** Rebuild the website, www.coastfm.org.au, and to improve social media (Facebook: <https://www.facebook.com/CoastFM963/>) to keep them up-to-date, to inform and update members, listeners and the general public on what's happening at Coast FM and how they can be involved.

Actions: Presenters to provide website coordinator and social media administrators with up-to-date information about regular specialty programs, outside broadcasts and other special events in programs, and presenter profiles. The website to be rebuilt in 2019 with the assistance of Gary IT. David Wicks named webmaster. Ongoing development and Webmaster training.

Technical Goals: 1. Improve transmission because of interference from JJJ in Taree. 2. Provide capital funds for purchase, installation and training with Zetta. Purchase of digital panels. **Actions:** 1. Tech Convenor has applied to change frequency to 91.7FM. 2. Zetta purchased, staff training in progress. Studio A rebuilt in March/April for panel and Zetta installation. Studio B upgraded when funds are available.

Community involvement: **Goal:** Increase accessibility and involvement of the Central Coast community

Actions: 1. Include a diversity of Community Service Announcements and local interviews. 2. On-air promotion of community events and fund-raising. Promote through social media. 3. Audience research in 2020. 4. Outdoor broadcasts supporting a diversity of community functions. 5. Provide in-kind sponsorship of community events through on-air promotion and interviews. 6. Recruit new members with a goal of 200 members during 2020.

Policies and Procedures: **Goal:** To maintain and update policies and procedures manual and ensure copies readily available for members. Major review every 2 years. **Actions:** Major overhaul of policies and procedures in October 2019. Due for completion February 2020 with ongoing adjustments as required.

Financials

Fundraising: **Goals:** 1. To hold several fundraising events each year for members and community 2. To increase fundraising target over 5 years from \$5000 pa to \$10,000pa.

5 Year Budget: The Treasurer and the Station Manager responsible for constructing this budget annually. On-going adjustments each year as required.

Capital Items: **Goals:** 1. To contribute to the sustainability of Coast FM in the long term. 2. help achieve Coast FM's purpose and other goals outlined in this plan. **Actions:** Technology committee and station manager to provide proposals and reports to the management committee on capital items (see technical goals)

Financial Reserves: **Goals** 1. To continue savings strategy to maintain and build on reserves and long-term projects. 2. Aim for annual income to be greater than outgoings. **Actions:** 1. Treasurer to keep Management Committee up to date on savings reserves and differentiate capital expenditure from revenue expenditure. 2. Professional bookkeeper employed in 2019 for 10 hours per week.

Premises: **Goals:** 1. Maintain our current premises for safety and best practice environmental awareness. 2. Watch out for suitable alternative sites over the next 4 years. **Actions:** 1. Current lease has been signed until October 2024 (negotiations are underway for the sale of the site but we may still get 5 years of tenure) 2. Continue to maintain and improve security. 3. Management committee continue to look for alternative affordable premises.

Licensing: **Goal:** Comply with all aspects of licensing until renewal in August 2021.

Actions: Collect and maintain evidence for licence renewal in electronic and hard copy format

Programming & Presenters

Goal: Programming sub-committee to continue reviewing programming with the aim of improving content and presentation. **Actions:** 1. Ensure all presenters are trained and confident with Zetta. 2. Make best use of Outside Broadcast equipment to support a diversity of community functions. 3. Provide feedback to presenters and encourage self-evaluation 4. Act on feedback from social media and from the McNair survey in 2020. 5. Provide Presenter meetings for training and development. 6. Develop and renew promos for all specialty programs.

Volunteers: **Goal:** To provide and maintain volunteering opportunities for members of the community.

Actions: 1. Offer positions when available keeping in mind our policy on Diversity. 2. Develop volunteer roles as a response to station needs and goals

Station Manager: **Goals:** 1. Review manager's role monthly to ensure compliance and development. 2. as the manager is responsible for sales, review rates to ensure optimised income from sponsorship. **Actions:** 1. Renew contract annually. Manager to provide monthly reports for monthly management meeting. 2. Hire an assistant in 2019 to assist the manager with sales and sponsorship. 3. continue marketing and promotional activities to raise awareness of Coast FM.

Monitoring & Review: The management committee will review progress on goals and actions in this plan