



**Launceston
Community
FM Group Inc**

**STRATEGIC PLAN
2024-2028**

December 2023

Business Summary

The Organisation

The Business:	Launceston Community FM Group Inc
Business name:	City Park Radio
Business structure:	Not for Profit Association
Incorporated Tasmania:	000663C
Registered Charity:	Australian Charities and Not-For-Profit Commission.
ABN:	92 039 008 849
ACN:	
GST:	Yes
DGR:	Yes
Domain names:	www.cityparkradio.com , www.cityparkradio.com.au , www.cityparkradio.au
Business location:	43 Tamar Street, Launceston. 7250.
Date established:	July 1983
Licences & permits:	ACMA Community Radio Broadcast Licence SL3985 ©
Business locations:	<ul style="list-style-type: none">▪ 43 Tamar Street, Launceston (office, studio & museum)▪ 93 Reatta Road, Trevallyn (transmitter)▪ 19 Cavalry Road, Mowbray (transmitter) access via 368 Russells Plains Road, Rocherlea.
Buy/lease:	<ul style="list-style-type: none">▪ The Tamar Street premises is leased from the Launceston City Council on a 5 year negotiated lease▪ The Trevallyn transmitter site and mast are owned by Launceston Christian Broadcasters and transmission space is leased & renewed yearly.▪ The Mowbray transmitter site is leased from the Launceston City Council on a 10 year lease with 10 year option.
Products/services:	<ul style="list-style-type: none">• Community Broadcasting• Radio Museum
The Market:	All radio listeners in Launceston, the Tamar Valley and surrounds

CITY PARK RADIO STRATEGIC PLAN

The objective of the City Park Radio Strategic Plan is to outline the course for the upcoming five years, detailing the aspirations of the radio station for this duration.

The Strategic Plan document is supported by the Executive Management Guidelines as well as the Codes of Practice for Presenters and Volunteers.

Section 1: Executive Summary

The vision of CPR is to establish a financially sustainable and esteemed community radio platform that offers trusted entertainment, local information, cultural enrichment, and radio history.

This is to be achieved by maximising strengths such as access to a broad market while addressing weaknesses like a static volunteer base and sponsorship limitations.

The CPR team aims to seize opportunities for increased sponsorships, volunteer base and market penetration while anticipating and managing the challenges to financial stability.

Section 2: Vision Statement

To be a financially sustainable valued community radio service for Launceston, the Tamar Valley and surrounds, which is regarded as a trusted source of entertainment, local and community information, culture and radio history.

Section 3: SWOT Analysis

Strengths: Capability to access a large market, unique Radio Museum.

Weaknesses: Static volunteer base across the whole of operations, Sponsorship limitation of 5 minutes

Opportunities: Potential to increase sponsorship and market penetration.

Threats: Financial pressure to maintain viability.

Section 4: Goals

1. Sustain the financial and operational viability of our nonprofit community broadcasting entity.
2. Increase and broaden the listener audience, enhance station sponsorships, facilitate community engagement, and raise local awareness.
3. Deliver relevant musical and other content suitable for the community while prioritising listener preferences.
4. Attract and train proficient and motivated volunteers, fostering their ongoing development.
5. Preserve a historical radio instrument museum for public enjoyment and educational purposes.

Section 5: Financial Plan

CPR's projected financials show a modest net growth over the 5-year plan, with funds allocated to cover studio refurbishment.

Section 6: Target Customers and Market Analysis

CPR should engage in market investigation to ascertain its target clientele, a step that will uncover avenues for potential expansion.

Furthermore, in-depth market analysis should be undertaken to shape the strategy for driving sponsorship enhancement efforts.

Section 7: Marketing Plan

The expansion areas identified as a result of the Target Customer and Market analysis will drive the marketing strategy. The strategy should encompass:

1. **Enhanced sponsorship avenues:** This involves membership opportunities, sponsorship of programs, chances for business station attendance, and interviews. Sponsorship initiatives should be tailored to match the sponsor's needs and suggestions while adhering to regulatory mandates. Uniform sponsorship rates must be maintained across all markets.
2. **Targeting Customers:** A dedicated, station-wide effort should be undertaken to augment the customer and listener base.
3. **Expanded Marketing Reach:** To ensure uniformity, the station-wide plan should be extended across all channels such as the website, social media platforms, streaming services, podcasts, and newsletters.

EXECUTIVE MANAGEMENT OBJECTIVES

Strategic development and achievement plan:

Develop and instigate the target customer and market analysis to identify areas of potential growth. The results of this analysis, together with the Marketing Plan will provide a road map for:

- Increasing listener base: Devote efforts to expanding our audience by engaging new listeners and retaining existing ones.
- Boost station sponsorship: Develop strategies to attract more sponsors, fostering mutually beneficial relationships.
- Foster community interaction and involvement: Encourage active engagement with the community through events, outreach and collaboration.
- Elevate community awareness: Promote the role of CPR within the community and communicate the potential benefits of community broadcasting.
- Amplify civic and cultural contribution: Highlight CPR's role in enriching the civic and cultural life of the community.

Cultivate a sustainable financial model:

Strive to establish a financial framework that ensures sustainability and outlines the necessary resources for accomplishing our objectives.

Presenters/Volunteers:

- Recruit enthusiastic presenters/volunteers and minimise turnover.
- Commit to the provision of training programs that empower presenters/volunteers with the relevant skills and knowledge to maintain a high calibre CPR team.
- Ensure a safe and positive non-discriminatory working environment is maintained which complies with all statutory and regulatory requirements.

Enforce the Presenters and Volunteer codes of practice and nurture a professional environment:

- Implement and uphold both the Presenters and Volunteer Codes of Practice to ensure a respectful and inclusive environment.
- Cultivate goal-oriented workplace by fostering a professional setting that encourages presenters/volunteers and members to pursue objectives effectively.

Deliver premier marketing solutions and exceptional customer service:

- Offer top-notch marketing solutions that yield tangible results for our sponsors.
- Strive for exceptional customer service to enhance sponsor relationships.

These revised guidelines encapsulate the key focus areas and objectives for the Executive Management team. By adhering to these principles, we can drive the growth, sustainability, and impact of CPR while nurturing a dynamic and dedicated team of presenters/volunteers and members.

CITY PARK RADIO (CPR) VOLUNTEER CODE OF CONDUCT

Volunteers play a major role in CPR achieving its Vision Statement:

To be a financially sustainable valued community radio service for Launceston, the Tamar Valley and surrounds, which is regarded as a trusted source of entertainment, local and community information, culture and radio history.

The values underpinning the Vision Statement are:

Respect: All interactions are carried out with dignity and thoughtfulness.

Integrity: All actions are undertaken with trustworthiness, honesty, and impartiality. We uphold commitments and take responsibility.

Community Service: We are dedicated to representing all segments of the community and providing them with a voice.

Volunteers are required to:

- Be aware of, and at all times, actively and positively participate in achieving CPR's Vision Statement, Strategic Plan and Executive Management Objectives.
- Contribute to the delivery of high quality, informative local programming,
- Be ambassadors promoting social goodwill,
- Embrace change.
- Embrace the cultural diversity of the community we serve.
- To promote and enhance the benefits of volunteering within the community.
- Participate in workplace safety by following procedures and reporting any concerns.

CPR will:

Offer access to the following CPR management documentation:

- Strategic Plan
- Executive Management Objectives

Provide all volunteers with appropriate tools designed to make their lives easier and improve the quality of the services we provide.

Provide its volunteer staff with a safe and positive working environment that complies with current legislation proclaimed by any relevant statutory body.

No volunteer will be required, nor will they be pressured to work in an area where an unresolved workplace safety issue exists.

PROGRAM SUB-COMMITTEE GUIDELINES

The Program Sub-Committee holds the responsibility for overseeing programming, guaranteeing compliance with regulatory and statutory prerequisites, and ensuring the execution of pertinent strategies from the organisation's strategic plan.

Community Engagement:

- Involve the community in decision-making and operations.
- Encourage community feedback via various channels and maintain a record of comments and responses.

Community Awareness:

- Strive to enhance community awareness of community broadcasting's role and potential.

Diverse Programming:

- Supplement existing services, promote program diversity.
- Support programs for underserved groups.

Needs-based Programming:

- Determine program content through ongoing research.
- Program Sub-committee to consider research for scheduling.

Podcasting Platform:

- Enable community members to create podcasts.
- Offer a variety of broadcasted programs as podcasts.

Australian Content and Music Ratio:

- Adhere to Australian content rules.
- Maintain an 80% music, 20% spoken word ratio.

Inclusive, Respectful Content:

- Avoid offensive content, discrimination.
- Promote entertainment and information, not persuasion.

Freedom of Expression with Constraints:

- Allow free expression within legal boundaries.
- Edit sensitive programs if needed for compliance.

High Performance Standards:

- Strive for excellence in all station operations.

Codes of Practice and Compliance:

- Follow Community Broadcasting Association of Australia's Codes of Practice.
- Abide by ACMA regulations and Acts.

Annual Community Surveys:

- Conduct yearly surveys to assess listener satisfaction.

Collaboration for Skill Development:

- Collaborate with community groups for skill development.

Foster Community Interaction:

- Encourage community-station interaction.
- Instill pride and inclusivity among volunteers.

CPR VOLUNTEER PRESENTER'S CODE OF PRACTICE

As valued members of our radio community, we kindly remind you of the crucial role you play in bringing our strategic plan to life. Your dedication and creativity in preparing programming are vital in aligning our broadcasts with our overarching objectives.

By maintaining a keen awareness of the Radio's strategic plan, you empower us to consistently deliver content that not only entertains but also educates, informs, and engages our audience.

Your commitment to weaving our strategic goals into your shows is greatly appreciated and contributes to the continued success and impact of our station.

Key Responsibilities:

1. Strategic Alignment:

Volunteer radio presenters (presenters) should actively review and familiarise themselves with the radio station's strategic plan objectives. This will involve understanding the station's vision, and overarching goals.

2. Content Integration:

During program preparation, presenters should consciously integrate the strategic plan's key themes, messages, and priorities into their show content. This could involve: • Aiming at 30% Australian music, with an emphasis on Tasmanian artists.

- Encourage youth participation in programs and radio production.
- Local information, arts, endeavours be given preference in talk segments.
- Locally produced specialist music programs be allotted suitable times in program schedules.
- Emerging/ethnic communities actively encouraged to provide programs.
- Provide a wide variety of outside broadcasts including local sport and cultural events.

3. Compliance and Licensing:

Familiarise yourself with broadcasting regulations and standards to avoid any legal issues. Ensure broadcast programs have an overall 80/20 mix of music to spoken word.

4. Regular Updates:

Presenters should stay informed about any updates or changes to the strategic plan. This can be achieved through regular communication channels such as staff meetings, newsletters, and official announcements.

5. Collaboration:

Collaborate with executive management and other team members to gather insights on how their programming aligns with the strategic plan. This can involve seeking feedback and discussing potential adjustments to content to better support the station's objectives.

6. Audience Engagement:

Presenters should engage with the station's audience, fostering discussions and interactions that tie into the strategic plan's objectives. This engagement could be through on-air discussions, social media, and community events.

7. Measurement and Evaluation: Presenters should periodically assess the impact of their programming on the station's strategic objectives. This might involve tracking listener feedback, and participating in post-program evaluations.

8. Flexibility and Adaptability:

While maintaining alignment with the strategic plan, presenters should remain flexible in responding to emerging topics and trends.

Balancing planned content with timely discussions will help maintain audience interest and engagement.

9. Continuous Learning:

Regularly participate in training sessions and workshops that provide insights into the station's strategic plan and its practical implementation.

This will enhance the presenter's ability to integrate the plan's objectives seamlessly into their shows.

10. Values:

- Respect: All interactions are carried out with dignity and thoughtfulness.
- Integrity: All actions are undertaken with trustworthiness, honesty, and impartiality. We uphold commitments and take responsibility.
- Community Service: We are dedicated to representing all segments of the community and providing them with a voice.

By consistently incorporating the radio station's strategic plan objectives into their programming, volunteer radio presenters contribute to the station's overall success, enhance its community impact, and create content that resonates with the audience while fulfilling its intended mission.

Key Financials & Financial Summary

The detailed financials are contained in our audited accounts for 2020-2023 with the key financial results for the three years shown below. The key five-year financial projections which demonstrate the ongoing financial viability of the station have been projected by the current Management Committee based on their best estimates of known current and future conditions.

	2022/23	2021/22	2020/21
Income	\$124,017	\$117,712**	\$99,630
Expenditure	\$97,660	\$116,979	\$78,196
Net surplus	\$26,348	\$732	\$21,434
Assets	\$358,745	\$341,232	\$306,847
Liabilities	\$358,746	\$341,233	\$306,847

** includes special state election grant \$19.9K

The projected financials for the next five years are as follows:

	2023/24	2024/25	2025/26	2026/27	2027/28
Income	\$110,000	\$170,000*	\$115,000	\$120,000	\$120,000
Expenditure	\$98,000	\$200,000*	\$115,000	\$115,000	\$115,000
Net Profit	\$12,000	-\$30,000	\$0.00	\$5,000	\$5,000

Expenditure based on CPI, 4% annually

*Possible studio refurbishment 2024/2025

We are City Park Radio

Since 1986, City Park Radio has delivered and presented a range of locally produced programs for Northern Tasmania. Programs are produced and presented by community members for the whole of the community, as well as for particular ethnic and other specific communities.

Volunteers and the audience value City Park Radio as there is no other radio station like it in Northern Tasmania. It is local 18 hours each day, seven days a week, and reflects the diversity of the community where they can hear people just like them.