



Draft Strategic Plan 2023 - 2028

This plan is designed to be both practical and aspirational. With some short, medium and long term aims.

Vision

103.9HopeFM Esperance Community Radio is a viable, reliable, resourced, relevant, relatable community radio with strong Christian and life affirming values. We are a platform to broadcast content that will continue to bring hope, share joy and build community.

Mission:

103.9HopeFM Esperance Community Radio will be a community radio organisation and a media platform that is welcoming, and works to bring hope, and joy, and in everything we do, we aim to build up and strengthen positive connections in our community. This includes connections between people, groups and ideas.

Values of 103.9HopeFM:

Hope - Joy - Christian ethos (Do unto others as we would have them do unto us) - Life affirming - Respect - Integrity

History:

Bringing Hope, Sharing Joy and Building Community over the airwaves in Esperance, Western Australia. 103.9HopeFM Community Radio Station established with a Christian foundation has been broadcasting since 13th February 1997. Operated entirely by enthusiastic and dedicated volunteers, local broadcasters share their ideas, music and thoughts throughout the week. We gratefully acknowledge our sponsors, who without their support, we could not broadcast. We broadcast content aimed to bring a smile to your body and to your soul! We are committed to bringing life affirming, positive information across the airwaves to Esperance that will leave listeners and all those connected to 103.9HopeFM Esperance with more hope, joy and a sense of connectedness to something bigger than themselves.

The 103.9HopeFM Esperance logo

The current logo was redesigned in 2019 with a view to modernise whilst still conveying the important elements of 103.9HopeFM Esperance. The sun/son (Christian foundation and influence rising over waves (representing our community and metaphor of radio waves, and the strong link with have with the coast. The bridge indicates we work in connecting people/organisations/ideas/community. Green is a key colour for a variety of reasons – it often indicates new growth, it was past manager Rob Griffith’s favourite colour, and we stand out from most other organisations in this region who have blue in their logo. Orange too has been a colour that has featured in 103.9HopeFM logos in past years and its warm and inviting – we want to honour the contributions of the past and to continue to reflect warmth and welcome.

SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Longevity • Volunteers • Management • Community • Unique content 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Finances – income and expenses (also rising) • Attraction and awareness – is there anyone interested? Do listeners know to listen in • Technology – keeping radio on air – knowledge of tech to keep our radio functioning • Understanding volunteer path – volunteer goals/what station actually needs
<p>Opportunities</p> <ul style="list-style-type: none"> • Increase audience – school and community participation • Increase local content – school and community • Increase OB activity. • Increase Sponsorship • Other Income - grants/indigenous/ NDIS/sponsorship 	<p>Threats</p> <ul style="list-style-type: none"> • Mast for the antenna needs to be replaced. • Adequate Finance/resources/income/volunteers • On demand entertainment competition • Manager exhaustion – succession – introduce a 2IC • Embedded and followed practices not yet well communicated – heavy reliance on very few people.

Strategic Goal Areas 2023-2028:

1. **Internal Organisational Strengthening**- to be well resourced and viable includes current *resources and equipment, finances, people and skills*.
2. **Community Engagement** – *relevant, reliable and relatable to listeners, sponsors, and amongst volunteers*
3. **Listener Engagement** – relevant, relatable, reliable
4. **Stakeholder Engagement**. -viable, reliable, relevant, relatable

Internal Strengthening	Short/Medium Term Goals:	Measures of Success:
1. To have skilled, available, reliable administration/finance and technician volunteers	1. Every person who comes through the door of HopeFM or connects by phone or email, we aim to explore with them to bring their strengths to our organisation.	1.Redesign set positions description and engage coordinators: <ul style="list-style-type: none"> ○ Admin ○ Tech ○ Programming ○ Promotion and marketing ○ Sponsorship 2 Recruit a 2IC. 1. Effective training for broadcasters and tech volunteers
2. Stronger internal volunteer connection/communication –	1. Caring for our volunteers and community 2. A more networked communication pathway, in contrast to hub/spoke – manager/everyone else	1. Coordinators of different tasks identified and established– e.g. lead broadcaster (available, skilled, committed). Tech for broadcasting, computer network, OB 2. Developed clear processes and delegation of shared responsibilities for tasks e.g. who opens up? Who locks up? What processes do we have?

		<ul style="list-style-type: none"> 3. Succession plan created and actioned. 4. Volunteers attend training and events.
Financial Viability	<ul style="list-style-type: none"> 1. To have enough funding to accomplish our vision effectively 2. Reviews inbuilt to make sure we spend our money on correctly/effectively 	<ul style="list-style-type: none"> 1. Increase the sponsorship of regular sponsors from 5 – 15. 2. Increase revenue through grants. 3. Yearly budget is resourced.
To improve the quality of our organisational, broadcast and technical operations	<ul style="list-style-type: none"> 1. Better functioning operationally community radio station 2. Plan and action the Installation of Jazler Soho (broadcast program) 3. Tech Review: Engage a skilled person to undertake a review of what equipment we have and how to operate it to its best, and to provide an unbiased report on what equipment we still need to acquire to operate effectively. 4. Identify a plan and required funding to replace the rusty mast for the antenna. 5. Tech Plan – create an equipment maintenance/replacement plan by the end of August. Including maintenance, replacement, acquisition plan for said equipment. 6. More Christian input 	<ul style="list-style-type: none"> 1. Effective training available for broadcasters and tech volunteers. 2. Policies and Procedures adopted and an effective plan for review created. 3. Policies and Procedures located where all volunteers can access them. 4. Report obtained from consultant of the review and recommendations. 5. Create an effective working group and identify a coordinator for a tech working group. 6. Engage more broadcasters and program producers who are willing to create and broadcast Christian content. 7. Replace rusty mast.

<p>Community engagement To be effective in who and how we engage in our community</p> <p>Businesses and Organisations in our community</p>	<ol style="list-style-type: none"> 1. The volunteer organisation that welcomes everyone who aligns with our mission, known for being kind, and connected in the community, that brings hope 2. Community really embracing station as a community resource. 3. Known as an integral part of the community. 4. Encouraging for/of volunteers 5. Stand out for what we broadcast (known for what we broadcast) 	<ol style="list-style-type: none"> 1. Ensure we have regular contact with current Sponsors - including gathering feedback from businesses customers. 2. Regular business/sponsor spotlight 3. Ensure regular contact with businesses in our community. 4. Increase the number of Businesses we engage with who become sponsors. 5. Increase seasonal/short term business sponsors.
<p>Increase engagement with General community members</p>	<ol style="list-style-type: none"> 1. Increase membership. 2. Increase engagement on social media. 3. Increase in annual community survey responses 	<ol style="list-style-type: none"> 1. Increased membership numbers 2. Increased engagement on social media 3. Increased number of responses for our annual community survey
<p>Increase effectiveness of Outside Broadcasting</p>	<ol style="list-style-type: none"> 1. Increase the number of people trained and confident to set up, operate and pack down for an outside broadcast. 	<ol style="list-style-type: none"> 2. Set a benchmark for OB – confirm that we are successful and have repeat invitations to OB at places. 3. In 3 years increase the number of OB – knowing that we are successful at them.
<p>Increase effective use of Studio</p>	<ol style="list-style-type: none"> 1. Conduct a review/audit of 103.9HopeFM broadcasting and transmission equipment, the broadcasting chain, and the computer network. 	<ol style="list-style-type: none"> 2. Within 5 years – make it acceptable for people to dial in to the studio. 3. Increased numbers of people utilising 103.9HopeFM for a community recording studio – as an asset to the community – music 4. Increase broadcasting of our local musicians/songs. interviews - information

<p>Listener engagement</p>	<ol style="list-style-type: none"> 1. Know who our listeners are. 2. Know when our listeners choose to listen 	<ol style="list-style-type: none"> 1. Understand the needs and wants of our listeners. 2. Identify listener preferences. 3. Use OB as an intentional space for identifying listener preferences. 4. Invite visits to HopeFM – businesses individuals – organisations, celebrities. 5. Increased connections with families and friends more effectively - gather their response/feedback) 6. Increase the time that listeners listen in (if they start listening by their family
<p>Develop effective relationships with Stakeholders</p>	<ol style="list-style-type: none"> 1. Grant to assist and the management committee to look at completing this goal. Project to include a comprehensive marketing and sponsorship engagement plan, 	<ol style="list-style-type: none"> 2. To be able to clearly identify current stakeholders and develop a strategy to strengthen our relationship with them. 3. To identify new and currently unexplored stakeholders and develop a strategy to begin connecting with them.