



**2EAR FM**

**Eurobodalla Access Radio Inc.**

**107.5FM**

**102.9FM**

**Strategic Plan**

**2020-2025**

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## **Strategic Plan – 2020 to 2025**

2EAR FM has 38 years of service in the Eurobodalla Shire and this Strategic Plan helps plan its future.

### **INTRODUCTION**

2EAR FM provides programs of great diversity in genre from Classical, Blues, Jazz, Country & Easy Listening, World, Folk with others as well that are not catered for by other radio stations in the Eurobodalla listening area.

News and sport is taken from the Community Radio Network on the hour with an up to date full weather report of the local forecast district and coastal waters forecast, tides and temperature updates. In addition Community announcements occur on four occasions throughout the day, seven days per week.

The primary listening audience of 2EAR FM is in the 55- 75years age group during the hours 7am to midnight. The preference of genre of our listeners is considered highly when producing our programs.

2EAR FM broadcasts from studios located in Rose Street, Moruya on 107.5FM and 102.9FM to cater for residents in the southern areas of the Eurobodalla via a transmitter in Narooma.

2EAR FM is a non-profit organisation, run entirely by volunteers. Presenters and administration staff are all volunteers and members of EAR Inc.



## **HISTORY**

The first broadcasts (possibly on a provisional test licence) were done the hard way... A prefab studio was transported to the top of Mt Wandera (the TX site) a windswept, primitive spot indeed and it was from there that E.A.R. (Eurobodalla Access Radio), possibly the only station named after an orifice, began to spread its word.

The original building in Page St was earmarked for destruction (sadly, as it was an historic old home) to make way for services for the elderly, later to become the Dr McKay Community Centre. The then committee obtained a lease on land next to the Cemetery in Moruya on Mantle Hill south of town and a "temporary" studio, office and meeting room were constructed, 99% voluntarily under the overseeing of Syd McKenzie (after whom the building was named). Another key player, Anthony Hopkins, was all this time building an array of broadcast equipment, mostly from scratch and scrounged parts all consolidated with liberal doses of Araldite and Matt Black Paint (Insiders joke.....you had to be there). This "temporary building" after many changes and improvements is now a comfortable and reasonably technically sound broadcast studio.

We won many awards for service to the Community, Rotary Awards for Excellence and our proudest moment was when one of our Presenters took the stage at Parliament House to receive the top Media Award for Children's Week (thanks to some foresight in utilising a then unknown band called "The Wiggles").

We played a huge role in the community in times of flood and fire. Our various musical programs gave exposure to a wide range of genres not usually accessible in Regional NSW,

Diversity is still an optimum consideration at 2EAR FM.

## **Strategic Plan Development**

This Strategic Plan was developed in consultation with the Management Committee of 2EAR FM and its volunteers and members of the community.

Opinions were canvassed via a survey in the community at local events and via the Station Website. A total of 50 responses were received representing a range of our target audience.

## **Vision**

The vision of 2EAR FM is to operate an excellent Community Radio Station which provides the community with choice of music together with a service for community announcements, local events, news and entertainment.

## **Motto**

Radio 2EAR FM Serving the Community

## **Objectives**

1. To apply for and hold a community broadcasting licence and any other telecommunications licences.
2. To establish and to operate a community broadcasting station and to erect, furnish and equip audio studios and production facilities of broadcast standard.
3. To operate the association as a not for profit community institution and to undertake all measures necessary to provide a radio broadcasting service to encourage, enable and facilitate communication within the community by operating and developing community media activities serving the broad Eurobodalla Shire and in particular:
  - a. To enable and facilitate communication within the community by broadcasting programs dealing with Australian content in line with the provisions outlined, matters of local interest, events, culture and activities;



- b. To promote the work of Australian musicians and performers and regularly play throughout the day, new material and music of up and coming Australian bands and performers or those not recorded or distributed by major record companies;
  - c. To include at least 25% minimum Australian content provisions outlined in the Community Broadcasting Code of Practice;
  - d. To provide the opportunity for community groups and related associations, organisations and individuals to be involved in the provision of original programs for broadcast by 2EAR FM.
4. In accordance with the previous point, and as the Association determines, to provide programming of a type not adequately covered by existing broadcasters, and in particular:
- a. To encourage and develop uses of radio for community and public affairs, education, culture, information, entertainment and recreation by, for and directed to the local community including the handicapped, parents, teachers and children.
  - b. To become a 'town crier' of cultural and community information by compiling community resource data and information with respect to local activities, events and developments affecting the community and
  - c. To promote and encourage innovative and experimental uses of radio
5. To teach, train, instruct, prepare and assist members to produce material for transmission and to provide facilities for members to learn and practice the technical and aesthetic aspects of radio broadcasting and production.
6. To foster the development and ideals of community broadcasting in such ways as the Association may determine, and to become a member of the Community Broadcasting Association of Australia and to subscribe to the Community Broadcasting Code of Practice, and in particular:
- a. To seek all possible participation of members in all aspects of the Association including management, operations, programming and program production;

- b. To actively discourage the broadcast of material which is sexist and/or racist, and/or is contrary to community standards and to have a zero tolerance to bullying.
7. To conduct, either solely or jointly with others, entertainments, promotions, concerts, cultural activities, meetings, conferences, community information resource centres, lectures, seminars, courses, on matters of interest relating to the objects of the Association, (and to broadcast the same as are relevant) and to publish either solely or jointly with others, program and other material relating to the objects of the Association.
8. To produce either solely or jointly with others, publications and other products for sale, loan, or hire including recorded programs suitable for dissemination through access arrangements with other community broadcasters and programmers and other outlets.
9. To inform members and other interested individuals about the aims and operations of the Association, about community broadcasting, Australian and alternative music, and about the aims and activities of participating groups and individuals, through station programming and the establishment of a newsletter or programming guide.
10. To support and to co-operate with any kindred body
11. To appoint, employ, remove or suspend staff as may be necessary or convenient for the purposes of the Association.
12. To do or cease to do from time to time any other such things as may be determined to be in keeping with the general aims of the Association.

The Strategic Plan will address these objectives through undertaking activities in 5 Strategic Goal areas, and will report on its progress in addressing these goals and meet its objectives in its Annual Reports. In implementing this Strategic Plan the Management Committee will consider each of the Strategies set out under the five key goals, in light of the human and financial resources available to the Association and considerations of operational practicality. Under each goal, the main strategic areas are listed by numbered sub-paragraphs.



## **GOALS**

### **Goal 1: Sound Governance**

2EAR FM will ensure that our internal and external structures and processes enable us to achieve our Vision and Objectives.

### **Goal 2: Finances, Funding & Sponsorship**

2EAR FM will ensure we use sound, ethical business practices to maintain our long term financial viability.

### **Goal 3: Publicity & Website**

2EAR FM will strive to be a well recognised and well respected community radio station catering for the information and entertainment needs of our community

### **Goal 4: Members & Volunteers**

2EAR FM will expand the existing membership and volunteer base and ensure we foster a caring, respectful culture which enables groups to contribute and participate.

### **Goal 5: Management & Programming**

We will support our volunteers and presenters to deliver a varied Station Program which reflects the expressed ideas of listeners and is delivered within our budget.



## **Goal 1: Sound Governance**

We will ensure that both internal and external structures and processes enable us to achieve our Vision and Objectives.

- 1.1 Review our Policies & Procedures (including relevant Rules & Regulations).
  - i. Update Policies & Procedures Manual
  - ii. Use the updated Manual in the orientation of new presenters and volunteers, and to remind existing members of 2EAR FM rules, regulations and policies under which it operates.
  - iii. Undertake a review of Insurance Policies to ensure that the Association has adequate coverage for all insurable risks.
- 1.2 Use of Sub-committees with subsequent reports in order to reduce the amount of meeting time spent on detail.
- 1.3 Undertake a Skills Audit

We recognise that members and the Management Committee have a range of skills and qualifications beyond what is currently being used in presenting, production or administrative duties. Better utilising member resources would benefit both individuals and the Station.
- 1.4 Undertake a review of the constitution.

## **Goal 2: Finances, Funding & Sponsorship**

2EAR FM will ensure we use sound, ethical business practices to maintain our long term financial viability.

- 2.1 Develop a Financial Plan & Budget as appropriate to fulfil our obligations as a licensed broadcaster and our obligations to members and contractors.
- 2.2 Develop a long-term plan for the upgrade and replacement of equipment and assets.
- 2.3 Investigate additional avenues for increasing donations and membership.

Conduct periodic fund raising social functions (These must tap into the wider community so that members are not being called on to also support funding the station, apart from membership fees).

- 2.4 Undertake an investigation into additional sources and levels of funding.
  - i. Investigate setting up Fund-raising sub-committee & Grants Sub-committee.
  - ii. Approach NSW Government, Community Foundations that provide grants etc. for funding.

### **Goal 3: Publicity & Website/Facebook**

2EAR FM will strive to be a well recognised and well respected community radio station catering for the information and entertainment needs of our community

- 3.1 Investigate opportunities to increase public knowledge of the Station.
  - i. continue current publicity activities
  - ii. continue to maintain advertising signs to the north and south
  - iii. Employ greater use of Community Noticeboards (both physical & virtual.
  - iv. Conduct Station Open Days
- 3.2 Ensure website has high accessibility whilst maximising visual interest.
  - i. Continue to revise and update the website on a regular basis using a Website manager.
  - ii. Provide information in formats that suits both members & presenters.
  - iii. Increase amount of content on website (eg. Links to Annual Reports, etc.)
  - iv. Add links where applicable to assist presenters and the community as a whole.
- 3.3 Devise a plan to attract a wider range of listeners.



## **Goal 4: Members & Volunteers**

2EAR FM will expand the existing membership and volunteer base and ensure we foster a caring, respectful culture which enables groups to contribute and participate.

4.1 Undertake activities to attract more members and retain existing ones.

- i. Develop a plan to engage with High Schools, Colleges to attract student participation.
- ii. Run training programs for volunteers and presenters
- iii. Give presenters feedback, in order to improve individuals and Station performance.
- iv. Provide opportunities for skills development.

4.2 Investigate how to provide assistance so members and presenters skills can be optimised at the Station.

4.3 Investigate ways to promote competence and abilities of people with a disability through their involvement in Station activities.

4.4 Investigate conducting a comprehensive survey of the listenership prior to the next Strategic Plan in 2025.

## **Goal 5: Management & Programming**

We will support our volunteers and presenters to deliver a varied Station Program which reflects the expressed ideas of listeners and is delivered within our budget.

- 5.1 Develop programs for broadcast with variety and that are appropriate (eg. Meeting the age, religion, sex, culture & diversity of listeners).
  - i. Increase range of music played
  - ii. Provide programs of interest to younger listeners.
  - iii. Reduce number of repeated programs.
- 5.2 Develop a plan to improve the method and timeliness of obtaining listener feedback.
  - i. Use feedback book and promote its use
  - ii. Use of a Suggestion Box
  - iii. Utilize our Website and Facebook
- 5.3 Review content and delivery of all programs.