


2019-2022

STRATEGIC PLAN

Radio Adelaide

December 2018



Introduction

The strategic direction for Radio Adelaide over the next three years, as outlined here, will underpin a positive and dynamic future for the station, with growing audiences seeking a credible local media alternative and increasingly engaged with its entertaining, informative and inspiring content on diverse platforms. It will lead to a sustainable, forward-looking position, from which the station can continue to develop and contribute to Adelaide's cultural and social discussions.

Since 1972, Radio Adelaide has been a leading voice for Adelaide's diverse communities. It has paved the way for community broadcast training nationally, and taken a central and respected role in educational broadcasting.

In 2016, the University of Adelaide divested the station's broadcast licence to a new entity, Educational Broadcasters Adelaide Inc. A tumultuous period followed and, in 2018, Radio Adelaide entered a new era with new management, the introduction of community membership, and a new board of individuals committed to the values and purpose of Radio Adelaide, wholly elected from and by the station's community.

In 2019, Radio Adelaide will respect and build upon its history to become a flourishing local voice for arts, music and ideas. It will respond dynamically to the needs and expectations of the Adelaide community. And it will continue to be a vital training ground for aspiring Adelaide journalists and producers.

Radio Adelaide will continue and thrive as a community of media makers, telling our stories and engaging us in the issues that matter to us. As the ways in which listeners discover and consume audio change, Radio Adelaide will meet changes with agility and enthusiasm, engaging the Adelaide community across multiple platforms as an integral voice in Adelaide's community and culture.

Radio Adelaide Board of Directors & Management

December 2018

Our Purpose (p2)

Our Purpose

Radio Adelaide will engage the Adelaide community through high-quality, locally focused and original broadcast and digital content that informs, educates, entertains, and inspires.

Our Values (p2)

Our Priorities (p3)

Background (p4)

Our Goals (p8)

Our Values

Excellence

Radio Adelaide will seek to achieve excellence, and be recognised for its standard of excellence, in all aspects of broadcasting, training and management.

Independence

Radio Adelaide aspires to be a fiercely independent voice for Adelaide and its community. We will be an intelligent, alternative voice for the grass-roots issues and stories that are important to our community.

Diversity and Inclusiveness

Radio Adelaide will always recognise, incorporate and promote the rich cultural, social, educational and artistic diversity of the Adelaide community.

Creativity and Innovation

Radio Adelaide will endeavour to understand the needs of its community and its listening habits, and strive to ensure content and its delivery most effectively reach and engage the community.

Our Strategic Priorities

Financial Stability

Radio Adelaide will take advantage of all potential revenue opportunities to ensure financial stability and a sustainable future.

Community Engagement

Radio Adelaide will directly engage the Adelaide community through locally-focused, original, and creative programming and content. We will seek to promote local, grass-roots community issues and activities, and provide an intelligent alternative voice on the issues that matter to our listeners.

Infrastructure

Radio Adelaide will seek to deliver high-quality infrastructure and equipment that generates a safe, professional and enjoyable working and social environment for broadcasters, volunteers, staff, students, visitors, and trainees.

Content

Radio Adelaide will strive to produce professional, informative, educational, entertaining and inspiring content across a range of formats.

Governance

Radio Adelaide will seek to conduct its affairs in a professional, transparent and lawful manner at all times, reflecting our values and the expectations of the Adelaide community.

Training

Radio Adelaide will deliver and continuously develop training opportunities that skill current and aspiring broadcasters and media makers to produce high-quality, engaging, and entertaining content and access real, practical experience.

Background: The broader environment

Listenership to community radio nationally

The National Listener Survey conducted for Radio Adelaide in July 2018 found that, of respondents in Adelaide metropolitan area aged 15+

- 30% (324,000) had heard of Radio Adelaide
- 21% (229,000) had listened at least once
- 14% (157,000) listen monthly
- 3% (38,000) listen weekly

To compare that against findings for other community stations in the same licence area, Three D also registered a weekly listenership of 3% (30,000), Life FM had 10% (107,000), and Fresh 92.7 had 15% (159,000).

Nationally, more Australians than ever are listening to community radio. The 2018 CBAA Community Radio National Listener Survey found that 27% of the population listens to community radio each week, for an average of 15 hours per week.

The biggest community radio listeners are 25-39 year-olds, closely followed by 40-54 year-olds. This was closely reflected in the National Listener Survey conducted for Radio Adelaide in July 2018, which found that 62% of Radio Adelaide listeners are aged 25 to 54.

Most community radio listening (47%) happens in the car, followed by at home (35%), and mostly via FM (64%).

Peak listening periods across community radio are the weekday morning timeslot (9 am to 12 pm), followed by the breakfast timeslot (5 to 9am). This differs from Radio Adelaide, which peaks during the weekday drivetime timeslot (3 to 7 pm), followed by weekday mornings, then the breakfast and afternoon timeslot (12 to 3 pm) equally.

Most respondents to the CBAA Community Radio National Listener Survey cited local news and information, specialist music, and Australian music, as their main reasons for listening.

This again corresponds closely with Radio Adelaide's research. A survey of listeners conducted in April 2018 found that what listeners want most from Radio Adelaide are

1. Interviews with experts on a topic
2. Australian news and information
3. Information about about the local araea or local issues
4. Documentaries about interesting issues/specific social issues and
5. Special interest music

Financial status of the community radio sector

The 2017 CBAA Financial Health of Community Radio Report found that, on average, community radio stations' main sources of income are

- Sponsorship (44%)
- Donations and bequests (20%)
- Grants (20%)
- Supporter/member fees (8%)

By comparison, Radio Adelaide's main sources of income in 2017-18 were

- University funding (37%)
- Grants (34%)
- Access fees (11%)
- Sponsorship (4%)
- Supporter/member fees (2%)

Despite the significant changes that the station has been through in recent years, this income profile is quite typical for Radio Adelaide and demonstrates the need for significantly increased revenue to achieve financial sustainability.

On average, community radio stations' main sources of expenditure are

- Salaries/wages (52%)
- Transmission costs (8%)
- Licencing costs (3%)

This is consistent with Radio Adelaide's expenditure for 2017-18.

On average, metropolitan community stations are playing 248 minutes of sponsorship per week, generating \$35 per minute. Educational stations are generating \$41 per minute.

Radio Adelaide plays significantly fewer sponsorship minutes and generates significantly less revenue per minute.

On average, metropolitan community stations have 2,675 subscribers/members, generating \$44 per person. Educational stations have 5,523, generating \$66 per person.

By comparison, Radio Adelaide has just 348 current supporters and members, generating \$52 per person.

Trends in digital media consumption

Digital media continues to change the whole media landscape and the ways in which listeners discover and consume content. Radio Adelaide must adapt accordingly if it is to really engage its community.

Ninety per cent of Australians now own a smartphone. In the 2018 Infinite Dial survey by Edison Research, 94% of respondents aged 12-24 used social media, followed by 91% of 25-54 year-olds and 61% of those aged 55 and over. Almost all respondents aged 12 to 54, and the majority of those aged 55 and over, regularly use social media to communicate with friends and networks, but also to discover, consume and share content.

Twenty-two per cent of Australians aged 12-54 are listening to podcasts monthly. Sixteen per cent are listening weekly and listening to an average five podcasts per week. Eighteen per cent of 25-54 year-olds listen to podcasts made by radio stations.

In-car listening remains the stronghold of FM listening. Both the 2018 Infinite Dial report and 2018 CBAA Community Radio National Listener Survey found that AM/FM radio is still by far the most popular medium in the car with 89% and 77%

respectively. However, both also found that 19% of respondents had listened to content streamed live or on-demand in the car in the past month.

Given that US media consumption trends tend to forecast Australian trends, it's worth noting that the 2018 Infinite Dial report found that, in the US, a significantly higher 51% of respondents had listened to content streamed live or on-demand in the car in the past month.

Also, ownership of smart speakers—the next battleground for access to our ears—is much higher in the US, with 17% of US respondents owning a smart speaker compared to 5% in Australia. US ownership almost doubled in 2017, so a similar uptake of smart speakers in Australia is likely.

Radio Adelaide must therefore ensure

1. that its programming strategy is adapted to prioritise digital content, to broaden the reach of broadcast content and increase audience engagement, and
2. that its training strategy is adapted to provide volunteers with the skills to produce high-quality digital content.

Stakeholders

Radio Adelaide's major stakeholders include, but are not restricted to:

- Listeners and audience ('Community of Interest')
- Members and supporters
- Volunteers
- Management and staff
- Board of Management
- ACMA
- Funding/grant bodies
- Sponsors
- Peers

Our Strategic Goals

FINANCIAL STABILITY

Strategies	Actions
Prioritise development of viable revenue streams	Develop and implement strategies to significantly increase revenue from <ol style="list-style-type: none">1. Sponsorship2. Grants3. Training4. Audio production5. Supporter/member fees6. Donations and bequests
Sponsorship model	Continuously review sponsorship offering and explore new ways to attract and retain sponsors Seek sponsorship from Adelaide businesses and organisations that currently benefit from Radio Adelaide in various ways Equip and activate volunteers and access groups to source sponsors
Philanthropy	Explore opportunities for philanthropy
Bequests	Implement a bequest program to assist listeners to support Radio Adelaide in their wills

Grants

Ensure Radio Adelaide is sufficiently resourced to identify, apply for and optimise funding opportunities

Staffing

Ensure any staff growth is in line with strategic plan and financially viable

COMMUNITY

Strategies

Actions

Know and grow our community

Conduct regular market and audience research to ensure we understand our community of interest, what it wants from Radio Adelaide and how we can best deliver it

Be visible in the community

Actively develop and grow Radio Adelaide's identity to create a bold new presence that differentiates it from other media

Actively seek opportunities to engage with the community and encourage participation through outside broadcasts and events

Encourage involvement of the education community

Encourage members of the educational community to participate in operations and programming

Seek opportunities for students to gain training and practical experience

Build a highly skilled volunteer workforce

Identify skills and roles required and build organisational structure

Develop programs to recruit, train and retain volunteers

Build strong relationships with community stakeholders

Actively develop support from, and engagement with, community stakeholders

Build a highly skilled and engaged staff workforce

Ensure ongoing and meaningful engagement between Station Manager and staff, and between Station Manager and the Board.

Review staff performance and development needs

Ensure we deliver a workforce experience that inspires our team

INFRASTRUCTURE

Strategies

Actions

Let technology work for us

Identify technologies that will enable Radio Adelaide to achieve efficiencies and concentrate on content

Find the right location

Review premises for cost-effectiveness and practicality and explore relocation

Implement a technology plan

Ensure broadcast and IT infrastructure requirements are properly resourced and reviewed

CONTENT

Strategies

Actions

Take best-practice approach to programming

Interpret results of market research to understand the needs of the community in terms of content and its delivery

Ensure programming decisions are made to further community engagement, audience reach and strategic objectives

Enhance news and current affairs content to provide intelligent and alternative insights, understandings, and credible commentary

Ensure high-quality presentation

Develop presenters to ensure on-air standards are high and reflective of high-quality training

<p>Develop a digital content strategy</p>	<p>Develop programming and production workflows to prioritise digital content to increase the discoverability and reach of content and increase audience engagement</p> <p>Provide volunteers with the skills and strategy required to make engaging digital content</p> <p>Develop an online presence that speaks effectively to Radio Adelaide’s brand and strategic objectives</p> <p>Activate volunteers and engaged listeners as advocates for Radio Adelaide online and increase the reach of content</p>
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GOVERNANCE

Strategies	Actions
<p>Aim for the highest standards of governance</p>	<p>Develop an effective onboarding process for new Board members</p> <p>Develop a plan for ongoing education of Board members</p>
<p>Maintain Radio Adelaide’s broadcast licence</p>	<p>Ensure Radio Adelaide is fulfilling its community engagement objectives and licence requirements, and meeting all broadcasting regulations</p>



TRAINING

Strategies	Actions
Update training model for contemporary radio production	<p>Update training to provide the skills required of Radio Adelaide's volunteer workforce</p> <p>Update training to provide courses attractive to individuals and organisations seeking media training</p> <p>Incorporate digital content creation into Radio Essentials course</p>
Make training courses more accessible	Explore contemporary forms of training delivery
Develop podcast training	Build upon Radio Essentials to develop a course tailored to podcasting
Encourage continuous learning	Develop advanced skills workshops to update and improve volunteers' skills

Notes

The process undertaken to develop this plan included a review of the work done in May 2017 by the previous general manager and board; the outcomes of a community meeting of Radio Adelaide members in May 2018; a review of 2SER 107.3 Strategic Plan and conversations with then-managing director Melanie Withnall; a meeting with Australian radio industry veteran and consultant Brian Nielsen; and two planning sessions attended by the Board of Management, station manager Chris Leese, people and programs manager Nikki Marcel, and office manager Carol Atkinson.