2022-2025 Strategic Plan

Introduction

Radio Adelaide first went to air in June 1972 as VL 5UV, just off the AM band, and operating from small underground rooms on the University of Adelaide campus. This marked the beginnings of what is now recognised as the most established community radio sector in the world. Now celebrating half a century of broadcasting, Radio Adelaide has continued to be 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.

As we celebrate our history, we enter an exciting new phase by relocating to our first sole-occupied premises. To reflect our changing location, facilities and communities, the Radio Adelaide's strategic priorities over the next three years focus on developing station culture, operations, and sustainability.

The move is the culmination of a six-year journey to independence including the appointment of the first Board of Directors elected from and by the station community. Focused on building a strong governance structure, this Board developed a new constitution, financial membership process, and committee structure.

The strategic direction for Radio Adelaide over the next three years continues this work, underpinning a positive and dynamic future for the station. Audiences are seeking a credible local media alternative, increasingly engaging with our entertaining, informative, and inspiring content on multiple platforms.

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

Radio Adelaide Board of Directors
August 2022

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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

Quality

Radio Adelaide will produce quality content and be recognised for the quality of its operations and outputs in all aspects of broadcasting, training and management.

Independence

Radio Adelaide will 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 our community and its listening habits and strive to ensure content reaches and engages the community in the most effective ways.

Our Strategic Priorities

Community Engagement

Radio Adelaide will focus on expanding new volunteer and membership engagement to realise the potential of our new independent premises. We will seek to promote local, grass-roots community causes and activities, and provide an intelligent alternative voice on the issues that matter to our listeners.

Infrastructure

Radio Adelaide will establish and maintain high-quality premises, infrastructure and equipment that generate a safe, professional and enjoyable working and social environment for broadcasters, volunteers, staff, visitors, and trainees.

Content

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

Training

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

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Financial Stability

Radio Adelaide will seek to expand potential revenue opportunities which align with our organisational values and purpose to achieve financial stability and a sustainable future.

Governance

Radio Adelaide will conduct its affairs in a professional, transparent, and lawful manner always reflecting our values and the expectations of the Adelaide community.

Context

Nationally, more Australians than ever are listening to community radio. The 2021 CBAA Community Radio National Listener Survey found that:

- Community radio reaches over 5.1 million Australians every week
- 32% of all radio listeners listen to community radio
- Listeners spend an average 15.4 hours listening to community radio each week.

Similarly, the National Listener Survey conducted for Radio Adelaide in October 2021 showed continued listenership growth – of respondents in Adelaide metropolitan area aged 15+

- 24% (274,000) had listened at least once
- 12% (130,000) listen monthly
- 5% (60,000) listen weekly

To compare that against findings for other community stations in the same licence area, 1079 Life registered a weekly listenership 8% (88,000), and Fresh 92.7 had 16% (176,000), with weekly listenership for Three D Radio registered as 3% (30,000) in 2018.

Stakeholders

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

- Listeners and audience
- Members and supporters
- Volunteers and staff
- Board of Management
- The Australian Communications and Media Authority (ACMA)
- Funding/grant bodies
- Sponsors
- Educational institutions
- Arts organisations
- Community groups

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STRATEGIC GOALS

Community Engagement

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 our 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.

Build on educational community partnerships
- Encourage members of the education community to participate in operations and programming.
- Seek opportunities for students to gain training and practical experience.

Build a 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

People

Rebuild the Radio Adelaide community
- Develop and utilise new premises to rebuild the station community of volunteers, members and stakeholders.

Build financial membership base
- Simplify, promote, and maintain the annual membership process.

Attract new volunteers
- Streamline, develop and promote induction and intermediate training opportunities for aspiring media makers.

Encourage continuous learning
- Consult with current volunteers to develop advanced training opportunities which reflect industry practice and presenter interests.

Specialist training
- Continue to develop customised training packages alongside partners and stakeholders.

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Content

Take best practice approach to programming
- Interpret results of market research to understand the needs and preferences of the community in terms of content and its delivery.
- Ensure programming decisions are made to further community engagement, audience reach and strategic objectives.
- Build on news and current affairs content to provide intelligent and alternative insights and understandings, and credible commentary.

Commitment to inclusive and socially responsible programming
- Focus on content that is culturally safe and ensure that programming and presenters do not reinforce discriminatory views.

Develop and support high quality presentation and production
- Develop presenters to ensure on-air standards are high and reflective of high-quality training.

Infrastructure

Settle into new premises
- Continue to develop premises to optimise the volunteer and stakeholder experience.
- Ensure premises remain accessible for all volunteers including those with disability.

Technology
- Identify technologies that will enable Radio Adelaide to achieve efficiencies in delivery so that we can concentrate on content.
- Ensure broadcast and IT infrastructure requirements are simplified where possible, properly resourced, and regularly reviewed.
- Ensure that presentation and production facilities remain accessible for all volunteers including those with a disability.

Governance

Aim for the highest standards of governance
- Develop an effective onboarding process for new Board members.
- Explore shadowing and mentoring options to increase community representation on the Board.

Maintain Radio Adelaide's broadcast license
- Ensure Radio Adelaide is fulfilling its community engagement objectives and licence requirements and meeting all broadcasting regulations.

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Financial Sustainability

Prioritise development of viable revenue streams

- Develop and implement strategies to increase revenue from sponsorship; grants; membership fees; donations; training; and audio production.
- Build on existing relationships to develop more sponsorships, membership and content aligned with organisational values and priorities.
- Continuously review sponsorship offerings and explore new ways to attract and retain sponsors.
- Seek sponsorship from Adelaide businesses and organisations that currently benefit from Radio Adelaide.
- Equip and activate volunteers and access groups to source sponsors.
- Ensure Radio Adelaide is sufficiently resourced to identify, apply for and optimise funding opportunities.