

HUON AND KINGSTON FM BUSINESS PLAN 2020-2021 to 2023-2024

1. SUMMARY

- 1.1 This Business Plan outlines the projected strategic and working aims for each financial year for key areas of operation.
- 1.2 The plan may be varied during each year to take on board new opportunities and changes in circumstance.
- 1.3 The financial viability of Huon and Kingston FM shall be the major target in each year and for the future.
- 1.4 Strategic planning covered by the Business Plan shall be developed during each year.
- 1.5 A 5-year rolling business plan shall be devised.

2. BACKGROUND

- 2.1 Radio Geeveston Youth Incorporated is an incorporated association.
- 2.2 The aims and objectives of the association are:
- 2.3 Radio Geeveston Youth has been operating for 30 years trading as Huon FM...
- 2.4 Radio Geeveston Youth Inc. Is managed by a management committee comprising President, Vice-President, Secretary, Treasurer six elected committee members, together with one business representative who is elected at the annual general meeting or appointed by the committee, one member with financial qualifications elected or appointed by the committee and two local government members, one nominated by Huon Valley Council and one by Kingborough Council.
- 2.5 Huon Fm has been broadcasting to the Huon Valley since November 1983 . In 2010 a transmitter was installed on Herringback Ridge to improve the signal into the Kingborough area.

During the time Huon FM has been broadcasting it has established itself as the radio voice for the Huon Valley and in recent years has established itself in the Kingborough area.

In this time Huon FM has broadcast two national programs, developed programs aimed at the broadcast area.

Huon FM is a registered emergency service organisation giving priority to community announcements in times of emergencies. The station has a memorandum of understanding with Tasmania Fire Service in relation to the broadcast of announcements during fires.

Huon FM has carried out many outside broadcasts in the Huon Valley and Kingborough areas including national broadcasts of the Cygnet Folk Festival.

The station has trained many volunteers in program presentation, production , technical and administrative roles.

Provided volunteers with new skills and developed self esteem.

3. The Need for Services

- 3.1 Huon FM provides broadcasting services aimed to meet the needs of the Huon Valley and Kingborough Communities providing news, current affairs, interviews, emergency service announcements and entertainment relevant to the community.
- 3.2 Huon FM has received strong and positive feedback from listeners congratulating the station on its programs.

There are places within our broadcast area where residents cannot receive any other radio stations. This makes our service essential particularly in times of emergencies.

4. Aims and Objectives

- 4.1 To provide quality information and entertainment relevant to the Huon Valley and Kingborough areas.

4.2 For the Community

To be the major communications centre for the Huon Valley and Kingborough Council areas (hereinafter called “the community”

To be aware of and respond to the needs, aspirations and requirements of the community.

To use all appropriate methods to ensure that Huon FM is aware of the needs, aspirations and requirements of the community.

To recognise its role as an emergency service organisation with a primary role of providing community announcements, reports and information in times of emergencies.

To foster and develop a sense of community and pride in the community

To support, assist and promote local business, industry and undertakings.

To actively support, assist and promote local community, sporting and welfare organisations.

To assist in the promotion, dissemination and discussion of local government issues of concern to the community.

To support, encourage and promote positive community initiatives.

To recognise the diversity of the community

To encourage, develop and promote initiatives for young people.

To encourage, develop and support initiatives for older members of the community.

To provide the opportunity for minority groups and organisations to be heard.

To co-operate and network with other community broadcasting stations throughout Tasmania.

To encourage, support and promote local musicians, writers, composers and arts organisations.

4.3 Objects and Achievements

To become the broadcaster of choice for people in the Kingborough and Channel areas.

To improve reception to all areas in the Huon Valley and Kingborough areas.

To establish an on-air studio in Kingston.

To adopt digital technology when it becomes available in Tasmania.

To take advantage of technical change including digital radio...

To encourage a greater diversity of presenters and programs across the range of interests and age groups.

To improve finances.

To develop comprehensive training for volunteers.

To involve ethnic groups, indigenous people, youth and aged persons in the station.

To train presenters to the best possible standard.

To provide presenters with new skills and encourage increased confidence and self-esteem.

5. Work Plan

6. Budget and Cash Flow

7. Promotion and Publicity

Huon FM intends to promote the strongly over the next five years including:

Using print media to publicise initiatives, fund raising events,

8. **SWOT ANALYSIS**

Strengths

- a. Committed volunteer staff
- b. Good presenters
- c. Well positioned as a community broadcaster recognised by the community particularly in the Huon Valley.
- d. Good support from sponsors.
- e. Supports other community groups.
- f. Local presenters focused on the Huon Valley and Kingborough areas.
- g. Registered Emergency Service Organisation.
- h. Loyal listenership

Weaknesses

- a. Reliance on Volunteer management.
- b. Narrow financial base
- c. Limited acceptance in Kingborough than in the Huon Valley.
- d. Limited ability to attract sponsors
- e. Limited technical back-up.

Opportunities

- a. There is the opportunity to develop strongly in the Kingborough area
- b. Opportunity for digital broadcasting in the future.
- c. Opportunity to include additional areas to broadcast footprint.

Threats

- a. Financial constraints and lack of capital.
- b. Digital broadcasting.
- c. Commercial broadcasters seeking to expand into the broadcast area.
- d. Events beyond our control e.g. Pandemic and other emergencies

9. Business Plan

2020-2021

Increase Income – This was achieved mainly through active fundraising and Covid related emergency grants.

Work on setting up a broadcast studio in Kingston – not achieved because of lack of suitable premises. There have been a number of leads followed up.

Increase membership – some success

Establish ethnic programs not achieved further engagement with community required.

Establish an Indigenous program – achieved but the group presenting the program dropped out. The South Eastern Tasmanian Aboriginal Corporation commenced a program with a core group of presenters and producers which was well received. The two main presenters dropped out for valid reasons and no replacements could be found.

Raise recognition and acceptance in Kingborough – this has been achieved but remains work in progress. The establishment of a broadcast studio in Kingston would assist greatly.

Identify an alternate site for the transmitter to service Kingborough -No suitable site has been identified.

2021 -2022

Identify potential sites for translators in Kingborough and the Huon Valley to overcome reception black spots. Identification of potential sites completed and negotiations commenced.

Carry out further work on establishing a Kingston studio. Investigation of possible sites has continued and contact made with Kingborough Council and the private sector.

Increase sponsorship – The station has obtained a number of new sponsors and has continued to pursue local businesses.

Indigenous Program - A new First Nations organisation Ballawinie has been established and approaches made for this group to present a program. Negotiations are ongoing but such a program is a priority.

Strategic and Business Plan – A working group is to be established the Business and Strategic Plan

Huon Valley Council has resolved to transfer the property 10 School Road Geeveston which has been occupied by the station since 1992 to Radio Geeveston Youth. The transfer is being resolved.

Make application for grant to fund renovations at station following acquisition of property-there a number of renovations and improvements required to be carried out.

Membership Drive-A week in March has been set aside for a membership drive.

2022-23

Continue to locate suitable premises for a Kingston studio

Apply for a grant to establish a new studio. This is dependent on locating premises.

Finalise investigation into new Kingborough transmission site and negotiate lease.

Dependent on above commence application with ACMA for the new location. Advice has been received that this process could take up to five years.

Continue identifying translator sites to include Dover and Bruny Island in our broadcast footprint-and to commence application.

Develop and Implement strategies to increase sponsorship income. This includes discussions with an experienced business manager.

Consider options to increase income and develop a plan to expand sources of income.

Advertise for people with financial and financial planning skills.

Broadcast Indigenous program.

Develop the business plan beyond 2023-24

Identify English as a second language communities within the Huon Valley and Kingborough areas who require specific radio programs

2023-2024

Finalise Kingborough studio development.

Implement new business plan and implement a 5-year rolling structure.

Progress plans for new transmitter sites.

Progress plans for translators and lodge applications.

Advertise for, train presenters and develop non-English programs.

10. Monitoring and Evaluation

Huon and Kingston FM shall monitor the business plan on a regular basis and evaluate progress in each area for the previous year.

Following the evaluation any necessary changes shall be made to the business plan.