



# Deepwater & District Community FM Radio Inc.

PO Box 129, Glen Innes, 2370  
131 Church Street, Glen Innes, 2370  
Studio Ph 6732 1270 ~ Admin 6732 6729  
Web: [www.radio2cbd.com.au](http://www.radio2cbd.com.au)  
*Glen Innes 105.9 MHz, Deepwater 91.1 MHz*

## **STRATEGIC PLAN**

***January 2024***

**NOTE: 1.** Plan due for review January 2029

**NOTE: 2.** A number of actions emanating from this plan will be dealt with in the Business Plan.

## **BACKGROUND**

The key focus for 2CBD from 2006 was to acquire a more suitable premises for the studios and administration. By 2009 efforts to find a suitable building developed to an active approach to researching buildings that might be available. Some political setbacks in 2010/11 delayed the process, however by 2014, 2CBD had developed a set of criteria for a suitable building. The criteria developed by the Management Committee was strongly endorsed by a public meeting held at the time. The urgency became more apparent when the local Council gave us notice to vacate our premises in Deepwater and Glen Innes. Just prior to Christmas 2015, 2CBD purchased the former Baptist Church in Church Street, Glen Innes. A considerable effort was put into planning and grant applications. The result was the development of the new Radio Centre Officially opened by the Deputy Prime Minister and Minister for Agriculture & Water Resources, The Hon. Barnaby Joyce MP on 22<sup>nd</sup> October 2016.

Following this major milestone, 2CBD carried out major repairs and equipment replacement at the Deepwater tower which made a considerable positive impact on reception levels to the local community.

Other milestone improvements included the move of transmission facilities from the very basic tower facility at Martins Lookout to a new well-equipped site on Carpenters Hill to the west of Glen Innes.

Another achievement within the previous Strategic Plan was the community fundraising activity launched by a disabled presenter (M Donnelly), resulting in a new mobility access ramp to the Radio Centre.

The aged sound mixers were replaced by new modern mixers for both studios, a new 2.5kW transmitter was installed at Carpenters Hill to provide for transmission at the licensed power plus a large air conditioner was installed in the Radio Centre foyer for the comfort of presenters and visiting community members on cold Highland mornings.

These major projects required the bulk of resources and it was only upon completion that 2CBD could apply a constructive effort into ongoing strategic planning.

All of the above infrastructure projects were carried out in parallel with an ongoing effort to increase presenter numbers, increase the range of programs offered and provide volunteers with well-equipped resources.

## **VISION**

To further develop and maintain a sustainable, well resourced, local community radio station that is well connected with the community and is operated by the elected volunteer Management Committee and volunteer members through a spirit of teamwork, respect and good governance.

### **Strengths**

- Surveys and community feedback indicate a high level of support and listener audience
- Acceptable level of presenter numbers providing a range of music genre matching community expectations
- A remote presenter providing programs from a home bases in a distant town.
- Glen Innes Men's Shed Weather Station providing "in town" comparisons with that of the Bureau of Metrology, Glen Innes Airport weather station
- Effective and up to date web site plus Facebook Page
- Live streaming, and providing Podcasts of interviews and some programs
- Outside Broadcast capability
- Informal partnerships with - Business in Glen (BIG), Glen Innes Opportunity Shop, Glen Industries and Glen Innes Men's Shed
- Many committed long term sponsors
- High level of governance standards
- No liabilities
- Radio Centre is very well situated and well equipped
- Productive connections with New England/Northwest Community Radio stations.

### **Weaknesses**

- Need to have more programs suitable to youth and under thirties
- Overnight session is underutilised
- Don't currently provide a local or regional news service
- Below ideal economy of scale due to low population and commercial base
- Operational income is below optimum
- Limited pool of local technical support
- Remote location in relation to representative bodies, governing organisations

### **Opportunities**

- Perceived ability to raise sponsorship rates to lift annual income
- Resource and information sharing with New England & Northwest stations
- Partnerships with local schools through music productions and youth radio presenting
- Reduction of operating costs through the installation of battery ready solar power at the Radio Centre
- Installation of battery system to take advantage of solar system already installed at Carpenters Hill (transmission site) to reduce operating costs.

## **Threats**

- Unknown resource cost, timeline and impact on volunteer team with introduction of digital radio
- Transition of AM commercial radio stations to FM, thus restricting frequencies available to community radio for infill repeaters
- Increasing electricity costs becoming a large percentage of operating expenditure
- Equipment failure (e.g. transmitter) taking station off air
- Extremely limited technical skills readily available from either commercial or member volunteer sources
- Commercial stations moving back into local programming and providing heavy competition
- Our LAP does not cover all of our district "Community of Interest"

## **GOALS**

### **1. Ensure Financial sustainability**

For continued efficient and effective operation of 2CBD for the benefit of the community, it is essential the operation is operated on sound financial sustainability basis.

#### **Actions**

- a) Adopt an achievable balanced or surplus cash flow budget prior to the start of a new financial year
- b) Ensure financial discipline in keeping expenditure within budget
- c) Seek grant funding for medium and large projects
- d) Adopt firm financial management of projects to avoid project over-expenditure
- e) Ensure 2CBD Credit Policy is observed with debtor sponsor accounts
- f) Ensure that 2CBD's credit rating remains at the highest level.
- g) Maintain consistent efforts to build sponsor income to at least the optimum level
- h) Maintain insurance levels within standard recommendations and avoid policy lapse
- i) Management Committee will review all governance policies prior to 2023/24 AGM (expected to be in November '24)

### **2. Programming**

- A. To encourage new presenters to join 2CBD and in doing so enhance range of music genre (our goals are disadvantaged and needs to be tailored to a degree due to the demographics and the racial diversity of the Glen Innes community compared to many other and particularly the larger regional communities)

#### **Actions**

- I. Research options for remote presenter capabilities to Deepwater & Emmaville communities
- II. Seek out potential presenters who have capacity to add further music choice

- B. Aim to have 90% of weekday programs from 6am to 9pm covered by 2CBD produced programs.

#### **Actions**

- I. Encourage more members to train for potential role/s
- II. Seek out potential presenters from community
- III. Consider value of programs produced from a metropolitan base

C. Discuss options with schools and TAFE with view to provide youth programs

**Actions**

- I. Promote youth presenter arrangements with schools and TAFE

### **3. Community Engagement**

**Background**

Community engagement has been crucial to the elevation of 2CBD from a low key, minimal resourced station of 23 years ago to the vibrant, effective and well-connected station of today. It is recognised that there is a level of turnover of the population and therefore community engagement is an ongoing necessary activity.

1. Ensure that the current high profile is not eroded and in fact is enhanced

**Actions**

- a) During 2024-29 plan to call on each town-based business at least twice to:
  - i. Provide Program Guide, sponsor information and 2CBD Newsletter
  - ii. Enlist the interest of the business manager in receiving email updates
  - iii. For current sponsors, check if they would like any changes to their package
- b) Seek appointments with School Principals in order to provide 2CBD briefing and discuss opportunities for school student presenter training programs
- c) Continue to invite service clubs and interest groups to visit the Radio Centre
- d) Expanding “Partnerships Program” to like organisations
- e) Research opportunities for sports reporting.
- f) Continue to invite community groups to participate in interviews on 2CBD
- g) Invite local and travelling artists to come into the Radio Centre for interviews
- h) Invite local government and rural service providers (e.g. Local Land Services, Landcare) to be interviewed and brief listeners about their programs
- i) Continue to promote 2CBD’s Festivals & Events Policy in promoting events and conducting interviews
- j) Discuss an option to provide a livestock market report with the local Stock Agents Association
- k) Produce station promos introducing the opportunities that 2CBD can offer to “Not for Profit” organisations
- l) Conducting outside broadcast within the town and district
- m) Establish “Focus Groups” to ensure community involvement in programming and community liaison
- n) Continue development of member and community newsletters to keep the community informed of station activities

### **4. Major Maintenance Projects/Infrastructure upgrades**

**Actions:**

- i. Upgrade drainage and building underfloor ventilation at Radio Centre
- ii. Total refurbishment of volunteer amenities
- iii. Replace driveway/walkway for volunteers to access studio & hall buildings safely.
- iv. Maintenance and repair to the Radio Centre building roof
- v. Installation of 10kw battery ready solar system at Radio Centre

- vi. Insure safe access to and within Radio Centre buildings
- vii. Provide reverse cycle air conditioner to replace aged gas heating in hall

## **5. Resources/Member skillsets**

1. Enhance technical expertise available and purchase of most suitable equipment, following discussions with other Community Radio Stations and by 2CBD technical support.

### **Action**

- a. Promote shared training to enhance basic technical capabilities.
2. Encourage new memberships to lift current level from 54 to at least 75 members by AGM November 2025 and 100 members by the 2029 AGM. This should expand station volunteer numbers, increase necessary skill sets and increase an effective interface with the community.

### **Actions**

- a. Actively seek to recruit new members.
  - b. Produce announcements to promote on radio, new memberships to 2CDB
  - c. Encourage diversity of Association membership and diversity within Management Committee
  - d. Actively promote new memberships at all 2CBD community activities
  - e. Provide all members with regular information updates.
  - f. Invite Not for Profit organisations to tour 2CBD facilities
3. Outsource technical services

### **Actions**

- a. Offset the current lack of member technical skillsets by sourcing expertise from a regionally based commercial competent audio and transmission service. Support this arrangement with a local audio/transmission service.

## **6. Ensure any gaps in corporate governance procedures are overcome**

### **Actions**

- a. Complete comprehensive Asset Register with supporting photographs
- b. Develop Risk Management Plan