

**Radio 1RPH**

**“Turning Print Into Sound”**

**The Radio Reading Service**

**for Canberra on 1125AM**

**&Wagga Wagga on 89.5FM**

**Strategic Plan**

**2011 - 2014**

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**Strategic Plan– 2011 to 2014**

Radio 1RPH has 27 years of service – this Strategic Plan helps plan its future

# INTRODUCTION

Radio 1RPH provides news and other information needed by people who are print handicapped. Because they cannot read printed material, Radio 1RPH helps these people to overcome their disadvantage by utilising the skills of volunteer readers and administrative supporters to turn print into sound, thus providing the print handicapped with a broad range of detailed information which is available in printed form, but not provided by other radio and television stations. The primary audience of Radio 1RPH comprises people who are print handicapped through blindness and vision impairment; people who have a dexterity impairment arising from a range of causes including spinal cord injury, arthritis, stroke and cerebral palsy; people who have never learned to read, and those from Culturally and Linguistically Diverse backgrounds who understand but cannot read the language. In the Canberra Region, it is estimated that approximately 10% of the population is affected.

Radio 1RPH is a member of *Radio Print Handicapped Australia* and a participating station in the National RPH network, one of the largest in Australia, reaching 80% of the population. There are RPH stations in each capital city except Darwin. RPH Australia represents our interests to governments and the broadcast industry, provides a means for information and program exchange and maintains links with RPH services in New Zealand, Japan, Canada and the United States.

Radio 1RPH broadcasts from studios located on the Barton Highway at Gungahlin, on 1125kHz in the AM band in the Australian Capital Territory and through relay to Station 89.5 FM at Wagga Wagga.It is a non-profit organisation, run by volunteers.

# HISTORY

Radio 1RPH commenced operation in 1985, with a small band of volunteers broadcasting a limited range of programs from a suburban house in the Canberra suburb of Ainslie. Just under 2 years later, it transferred to its current location on a 5-acre block in Gungahlin provided by the ACT Government. Building trades students from the Canberra Institute of Technology, erected a 20 square purpose-designed building on the block to serve as offices and studios.

Broadcasts commenced in March 1987 on 1620 kHz and 500 watts, using an ABC standby transmitter. In October 1994, Radio 1RPH moved to the 1125 A.M. frequency and increased its power from 500 to 2000 watts. This placed 1RPH in the middle of the main broadcast band, between two of Canberra's commercial AM stations and extended its range to a point where, for the first time, print handicapped persons in the southern suburbs of Canberra and in the surrounding region could hear its programs and benefit from its information services. This dramatic improvement was made possible by a $300,000 grant from the Commonwealth Government as part of its National Broadcast Plan. This funding enabled Radio 1RPH to build two masts and install its own transmitters.

In May 2009, the Radio 1RPH broadcast area was extended to the NSW city of Wagga Wagga. Wagga is the largest inland city in NSW and is situated 140km west of Canberra. Programs are relayed to Wagga directly from our Canberra studios. The station operates on a frequency of 89.5 MHz in the FM band and with a power of 500 Watts.

Further information about Radio 1 RPH can be found at: <http://www.radio1rph.org.au>.

# STRATEGIC PLAN DEVELOPMENT

This Strategic Plan was developed in consultation with the Board of Radio 1RPH, its staff and volunteers. The opinions of these stakeholders were canvassed in a survey sent to approximately 120 members and volunteers. A total of 34 responses were received representing a response rate of 28%. A 2-hour planning meeting, attended by 20 members including a majority of Board members, was held on 26 February 2011. A further 14 survey responses were received after the planning meeting and were collated separately. The responses in these later surveys directly reflected the content of discussions held at the planning meeting.

These responses were provided to the Board in a separate document and will be used by the Board to guide it in the implementation of the Strategic Plan.

# VISION:

***The Vision of Radio 1 RPH is to operate an excellent community Radio Station which provides people who are print handicapped and the wider community with current print news, information and entertainment.***

# MOTTO:

**Radio 1RPH provides a service to the community by “Turning Print into Sound”.**

# OBJECTIVES:

The Radio 1 RPH Constitution outlines the objectives of the Radio Station as follows:

1. to install and operate a radio station dedicated to providing an information service for people who are print handicapped;
2. to ascertain and meet the information needs of people who are print handicapped;
3. to produce and broadcast programs for people who are print handicapped; and
4. to encourage the participation of people who are print handicapped in the provision of the Association's information services.

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 Board will consider each of the Strategies, set out under the five key goals, in the 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. Specific activity ideas, put forward by members and volunteers, are given under each numbered strategic area using lower case Roman numerals.

**GOALS**

**GOAL 1: Sound Governance**

**Radio 1RPH will ensure that our internal and external structures and processes enable us to achieve our Vision and Objectives.**

**GOAL 2: Finances, Funding & Sponsorship**

**Radio 1RPH will ensure that we use sound, ethical business practices to maintain our long term financial viability.**

**GOAL 3: Publicity & Website**

**Radio 1RPH will strive to be a well-recognised and well-respected community radio station catering for the information and entertainment needs of the people who are print handicapped in the ACT and our broadcasting area.**

**GOAL 4: Members & Volunteers**

**Radio 1RPH will expand the existing Membership and Volunteer base and ensure that 1RPH fosters a caring, respectful culture which enables both groups to contribute and participate in a fulfilling way.**

**GOAL 5: Management & Programming**

**Radio 1RPH will support our staff and volunteers to deliver a varied Station Program which reflects the expressed needs of listeners, and is delivered within budget.**

# GOAL 1: Sound Governance

**Radio 1RPH will ensure that our internal and external structures and processes enable us to achieve our Vision and Objectives.**

* 1. Review our Policies & Procedures (including relevant Rules and Regulations).

1. Update the Policies & Procedures Manual (much useful information is available from the ACTCOSS Organisation’s Information Kit at: <http://www.actcoss.org.au/oik/index.html>).
2. Use the updated Manual in the orientation of new volunteers,and to remind existing volunteers and staff of Radio 1RPH rules, regulations and policies under which it operates.
3. Review the policy for volunteers with a view to making membership a pre-requisite (see Goal 4.3) including consideration of creating a Volunteer category of membership.
4. Undertake a review of insurance policies to ensure that the Association has adequate coverage for all insurable risks.
   1. Re-establish the use of Board Sub-committees in order to reduce the amount of meeting time spent on detail.
   2. Undertake a Skills Audit of volunteers and Board (see Goal 4.4).

It is recognised that the volunteers and Board have a range of skills and qualifications beyond what is used in their reading, production or administrative duties. Better utilising the volunteer resource would benefit both individuals and the Station. Where Skills Gaps are identified on the Board, additional members can be co-opted.

1.4. Investigate the feasibility of engaging additional paid support staff.

1. Put on additional volunteer assistance for both staff in the interim.
   1. Investigate the feasibility of obtaining an appropriate Accreditation which would enable access to professional announcer expertise.
   2. Investigate the feasibility of expansion to Junee, Goulburn and other regions.
   3. Undertake a review of the Constitution.

# GOAL 2: Finances, Funding & Sponsorship

**Radio 1RPH will ensure that we use sound, ethical business practices to maintain our long term financial viability.**

2.1 Develop a Financial Plan and Budget as appropriate to fulfil our obligations as a licensed broadcaster and our obligations to our employees, volunteers, funding agencies and contractors.

2.2 Develop a long-term plan for the upgrade and replacement of equipment and assets, including a review of the size of the existing Sinking Fund.

2.3 Investigate additional avenues for increasing donations, including bequests and their management.

1. Put a donation box in foyer.
2. Conduct periodic fund raising social functions.

(These must tap into the wider community so that volunteers are not being called on to also support funding of the Station, apart from their membership fees.)

1. Investigate the possibility of establishing a Charitable Foundation.

2.4 Undertake an investigation into additional sources and levels of funding.

1. Investigate the setting up of a Sponsorship Sub-Committee.
2. Invite corporate memberships.
3. Consider how sponsorship might be most effectively acknowledged.
4. Establish a tiered sponsorship system, e.g. silver/gold/platinum.
5. Approach NSW Government, ACTEW AGL, Community Foundations that provide grants, philanthropic organisations, etc. for funds.
6. Identify strategies to more directly support Wagga operating expenses.

2.5 Review the financial delegations for Board Executive and staff.

# GOAL 3: Publicity & Website

**Radio 1RPH will strive to be a well-recognised and well-respected community radio station catering for the information and entertainment needs of the people who are print handicapped in the ACT and our broadcasting area.**

3.1 Investigate opportunities to increase public knowledge of the Station.

1. Continue current publicity activities.
2. Erect more prominent roadside advertising at Gungahlin site.
3. Employ greater use of Community Noticeboards, both physical (e.g. bollards), and virtual (e.g. community newspapers).
4. Send articles about the Station to Community & Service Organisations for their publications (including publications in the Wagga area).
5. Contact RPH Australia to suggest that member stations jointly fund a representative and/or journalist to attend relevant National Press Club functions, where questions can draw public attention to the Network and Radio 1RPH.
6. Conduct a Station Open Day during Canberra Week
   1. Ensure that the website conforms with the highest standards of web accessibility whilst maximising visual interest for sighted users.
7. Devise a plan to review and update the website on a regular basis
8. Provide all information in formats which suit the needs of the members and volunteers, taking into account assistive technologies (NDSS #5).
9. Increase the amount of content on the website (e.g. links to Annual Reports, Constitution, etc.
10. Add links to relevant disability and community organisations to the website.
    1. Devise a plan to attract wider age range of listeners.

3.4 Develop a strategy for managing the switchover to digital radio.

# GOAL 4: Members & Volunteers

**Radio 1RPH will expand the existing Membership and Volunteer base and ensure that 1RPH fosters a caring, respectful culture which enables both groups to contribute and participate in a fulfilling way.**

4.1 Undertake activities to attract more volunteers and retainexisting ones, including for Station administration.

1. Develop a plan to engage with High Schools, Colleges and tertiary institutions to attract student participation.
2. Identify gaps in Station operations and undertaketargeted recruitment to fill anyspecific niche needs at the Station.
3. Run training programs more regularly.
4. Develop a procedure for reviewing Readers’ skills, including conducting obligatory Refresher Courses, in order to maintain high standards.
5. Give presenters and readers feedback, in order to improve individuals’ and Station performance.
6. Provide opportunity for members and volunteers (including people with disabilities) to develop skills (NDSS #6).
7. Review mechanisms for retention of volunteers
8. Investigate how listeners can better participate in decision making (NDSS[[1]](#footnote-1) #3).
   1. Investigate how to provide assistance to the Volunteer and Program Managers, so they can fully utilise volunteers’ skills (see Goal 1.5), and optimise use of volunteers’ services at the Station.
   2. Investigate ways to promote the competence & abilities of people with disabilities through their involvement in Station activities (NDSS #6).
   3. Investigate conducting a comprehensive survey of the listenership prior to the development of the next Strategic Plan.

# GOAL 5: Management & Programming

**Radio 1RPH will support our staff and volunteers to deliver a varied Station Program which reflects the expressed needs of listeners, and is delivered within budget.**

5.1 Develop a greater variety of programs for broadcast, to ensure that services provided are appropriate (e.g. meeting the age, religion, sex, culture, and language diversity of listeners [NDSS[[2]](#footnote-2) #2]).

1. Increase the number of in-house productions.
2. Include film reviews.
3. Increase the amount and range of music played.
4. Provide programs of interest to younger listeners.
5. Expand the scope of the religious programs, especially to include other religions.
6. Reduce the number of repeated programs.
   1. Develop a plan to improve the method and timeliness of obtaining listener feedback.
7. Review the membership of the listener panel, including consideration of increasing its size, increasing the frequency of consultation, and incorporating suggested changes.
8. Improve the use of the Feedback book so that listener comments registered are heeded by Board and Management.

5.3 Review the content and delivery of all programs.

1. Check that Identification of all Readings is included and accurate (e.g. date).
2. Check whether editing of longer articles is allowable, and edit accordingly.
3. Check on the delivery mode and timing of routine readings, e.g. death notices.

5.4 Undertake a review of the key Station positions (e.g. front desk, technical support, volunteer management, training), with a view to improving flexibility and support of core volunteers.

5.5 Undertake a check of all equipment used by volunteers to ensure it can be used intuitively (e.g. although all computers may be compatible they may have slight software or hardware differences which are confusing.

1. NDSS = National Disability Service Standards. Meeting these standards is an obligation under the funding contract with the Department of Disability, Housing and Community Services. [↑](#footnote-ref-1)
2. NDSS = National Disability Service Standards. Meeting these standards is an obligation under the funding contract with the Department of Disability, Housing and Community Services. [↑](#footnote-ref-2)