2RSR Strategic Plan 2024 – 2027

Background & Planning

This strategic plan was developed through a number of externally-facilitated sessions that sought input from community representatives, staff and volunteers at Radio Skid Row. These sessions identified priority issues for different 2RSR stakeholders and sought input for this strategic plan. The reports from these sessions were considered at a Board & staff meeting which also undertook stakeholder mapping, a SWOT analysis and risk assessment. In light of these consultation strategies, the previous strategic plan was reviewed and it was decided that the mission, goals and objectives would remain the essentially the same from the previous strategic plan, however with improved language and a tighter focus. Additionally, some unachieved pathways remain, however significant changes have been made to them.

RSR's Mission

Radio Skid Row remains committed to its mission of being a media organisation that promotes social justice, civil and human rights and equal opportunity for those most marginalised in the community, including First Nations and other marginalised groups.

GOALS

| 1. Create and deliver innovative media content that is of high value to our audiences and communities. | 2. Increase 2rsr's non-funded income and build our economic sustainability | 3. Provide a safe work environment for everyone that embraces good governance and management. | 4. Have a technical infrastructure that works for everyone and meets future needs. |

OBJECTIVES

| Implement a content development strategy to increase community event attendance by 50% and boost audience engagement on social media, telephone, and text lines by 50% throughout the lifespan of this strategic plan. | Diversify revenue streams and enhance economic sustainability for 2RSR through strategic initiatives aimed at increasing non-funded income by 50% within the life of this strategic plan. | Achieve full compliance with WH&S regulations and protocols and attain a 90% satisfaction rate in employee surveys on workplace safety and management effectiveness within the life of this strategic plan. | Implement a robust and adaptable technical infrastructure that effectively serves the needs of all stakeholders, achieving a 20% reduction in technical support tickets related to infrastructure issues within the life of this strategic plan. |

STRATEGIES/ PATHWAYS FOR SUCCESS

GOAL 1	GOAL 2	GOAL 3	GOAL 4
1.1 Strengthen Programming Committee	2.1 Develop a robust training program for broadcasting, new media, and other areas of interest and innovation.	3.1 Improve WH&S conditions in the workplace	4.1 Strengthen technical support capacity
1.2 Ensure schedule reflects changing needs of our audience & community	2.2 Increase station sponsorship	3.2 Develop management training for board, staff, committees and working groups	4.2 Explore ways to broaden our reach, both on-air and online
1.3 Increase audience engagement through innovative projects, online promotion, and face to face events	2.3 Utilise customer relations systems to retain support and sponsorship	3.3 Establish staffing practices that adequately address the increase in activities in the station	4.3 Develop master plans for future major technical needs
1.4 Engage more deeply with community organisations, our supporters, and audiences around local issues	2.4 Increase income from face-to-face events & OBs	3.4 Explore building site development opportunities to make the space more accessible for everyone	
1.5 Prioritise First Nations programming with a focus on media justice and local issues directly affecting indigenous people.	2.5 Develop a range of fundraising and income generation activities		

STRATEGIC GOAL 1: CREATE AND DELIVER INNOVATIVE MEDIA CONTENT THAT IS OF HIGH VALUE TO OUR AUDIENCES AND COMMUNITIES

Strategic Plan pathway	How	KPI	Owner
1.1 Strengthen Programming Committee	1.1.1 Re-establish programming committee, establish regular meetings	PC meeting 4 x per year	Station Manager
	1.1.2 Review and update POL 11 Programming Sub Committee Policies and Procedures	Updated policies and procedures adopted by Programming Committee/Board	Programming committee
	1.1.3 Review Program Makers Agreement (PMA)	All program makers sign new mandatory PMA	Programming committee
1.2 Ensure schedule reflects changing needs of our audience & community	1.2.1 Programming Committee to review program schedule after implementation of new mandatory PMA	New programming schedule approved by Board	Programming committee
	1.2.2 Annual Program Review	Program review completed, Program review implemented	Programming committee, Board
	1.2.3 Call out for new programs twice a year, targeting priority groups	2 call outs	Programming committee Comms officer
	1.2.4 Conduct annual audience surveys ahead of program review	Survey completed	Programming Committee Comms officer
1.3 Increase audience engagement through innovative projects, online promotion, and face to face events	1.3.1 Develop content distribution strategy with a multi-media approach	Content distribution strategy delivered	Communications officer
	1.3.2 Develop content projects for innovative live broadcasting events	Live content strategy	Station Manager
	1.3.3 4 live broadcasting events	4 live broadcasting events	Station Manager, Sponsorship Coordinator
	1.3.4 Develop OB team	OB team meeting	Station Manager
	1.3.5 Develop OB calendar	OB calendar	Station Manager
	1.3.6 Deliver OBs	4 OBs completed	Station Manager
1.4 Engage more deeply with community organisations, our supporters, and audiences around local issues	1.4.1 Review community partnership policy including terms and conditions in line with Skid Row ethos, ensuring it benefits listeners and stakeholders	Policy approved by Board	Station Manager & board
	1.4.2 Hold annual 'listening lunch' with community organisations	Listening lunch completed	Station Manager & board
	1.4.3 Hold annual community forums for supporters and audiences	Hold 2 community forums & review, Hold 2 community forums	Station Manager & board
1.5 Prioritise First Nations programming with a focus on media justice and local issues directly affecting indigenous people.	1.5.1 Develop FNs community engagement plan through consultation with community	Plan approved by Board	Station Manager & board
	1.5.2 Develop FNs program ideas & train new broadcasters	3 new broadcasters & 3 new programs	Programming committee
	1.5.3 Seek greater FNs board representation	at least one more FNs member to be recruited	Board

STRATEGIC GOAL 2: INCREASE 2RSR'S NON-FUNDED INCOME AND BUILD OUR ECONOMIC SUSTAINABILITY

Strategic Plan pathway	How	KPI	Owner
2.1 Develop a robust training program for broadcasting, new media, and other areas of interest and innovation.	2.1.1 Develop training program schedule and hold monthly training sessions	Training program developed by July 2024, then monthly sessions	Station manager
	2.1.2 Increase the number of Indigenous and CALD trainers	5 more certified trainers in team	Station manager
2.2 Increase station sponsorship	2.2.1 Refresher training for broadcasters to recruit sponsors	50% increased sponsorship	Station Manager
	2.2.2 Develop patron system for shows	Show patrons approved by Board Show patrons in place	Station Manager, Sponsorship Coordinator
	2.2.3 Develop quarterly sponsorship targets for all programs	Targets in place 50% increased sponsorship	Station Manager, Sponsorship Coordinator
2.3 Utilise customer relations systems to retain support and sponsorship	2.3.1 Fully utilise new CiviCRM system	Full utilisation of CiviCRM	Communications officer, station manager
	2.3.2 CRM training for staff	Training program attendance	Station manager
2.4 Increase income from face-to-face events & OBs	2.4.1 Host live ticketed events using equipment from stronger communities grant	$10000 revenue from events	Station Manager, Sponsorship Coordinator
	2.4.2 Sell merch at OBs markets	50% increase in Revenue from merch	Station Manager, Sponsorship Coordinator
2.5 Develop a range of fundraising and income generation activities	2.5.1 Develop business plans that commercialise RSR assets with a social enterprise focus, including the Skid Row media school	2 Business plans approved by Board	Station Manager, Sponsorship Coordinator
	2.5.2 Employ sponsorship coordinator for 2024-2025	Successful recruitment	Station Manager, Board
	2.5.3 Develop annual fundraising calendar, launch fundraising campaign	Calendar developed, launched	Station Manager, Sponsorship Coordinator
	2.5.4 Develop plan to increase shop sales	Plan 50% Increased merchandise income	Communications Officer, Sponsorship Coordinator
	2.5.5 Increase subscriber base in annual Radiothon	Reach 1000 target subscribers	Station manager, Sponsorship Coordinator

STRATEGIC GOAL 3: PROVIDE A SAFE WORK ENVIRONMENT FOR EVERYONE THAT EMBRACES GOOD GOVERNANCE AND MANAGEMENT.

Strategic Plan pathway	How	KPI	Owner
3.1 Improve WH&S conditions in the workplace	3.1.1 Hang WH&S posters within the station	Posters	Station manager
	3.1.2 Have an independent WH&S Audit	Successful audit	Station manager
	3.1.3 Survey staff and volunteers on workplace safety and management effectiveness, feed this back into governance improvement program	Survey conducted and successful utilisation of data	Station manager
	3.1.4 Strengthen volunteer & staff agreements to address workplace bullying	Revised volunteer & staff agreements approved by Board	Station manager, Board
3.2 Develop management training for board, staff, committees and working groups	3.2.1 Governance Improvement Program	Governance health check/audit completed, Audit-based Governance Improvement Program delivered	Chair, Station Manager
3.3 Establish staffing practices that adequately address the increase in activities in the station	3.2.2 Develop work plans that ensure paid staff's workloads are manageable, achievable & in line with the strategic & operational plans	Workplans developed with all staff	Station manager
	3.2.3 Review workplans and monitor progress	Six-month workplan reviews	Station manager
	3.2.4 Develop templates for staff reporting to Boards and Committees	Templates developed	Station manager, Board
3.4 Explore building site development opportunities to make the space more accessible for everyone	3.4.1 Investigate potential for new accessible bathroom facilities, consult with Addi rd centre management about capital works	Plans for renovations completed with quotes	Station Manager

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STRATEGIC GOAL 4: HAVE A TECHNICAL INFRASTRUCTURE THAT WORKS FOR EVERYONE AND MEETS FUTURE NEEDS

Strategic Plan pathway	How	KPI	Owner
4.1 Strengthen technical support capacity	4.1.1 Establish Technical Committee	3 meetings per year	Station Manager
	4.1.2 Establish an effective system for logging tech issues	System operational	Technical Committee
	4.1.3 Evaluate key technical systems	Tech Reports to Board	Technical Committee
4.2 Explore ways to broaden our reach, both on-air and online	4.2.1 Review suitable on-demand systems and make recommendations, e.g. DAB+	Report to Board	Technical Committee
	4.2.2 Develop community petition and deliver to CBAA re DAB	Petition delivered to CBAA	Technical Committee
	4.2.3 Organise meeting with relevant minister re DAB	1 meeting with minister	Technical Committee
	4.2.4 Meet with CBAA re including sub-metros in DAB	Meeting with CBAA	Technical Committee
	4.2.5 Investigate OB Van	Report on OB van feasibility to Board	Technical Committee, Board
4.3 Develop master plans for future major technical needs	4.3.1 Develop plan for digital broadcast console upgrade	Plan to Board	Technical Committee
	4.3.2 Develop plan for transmitter upgrade	Plan to Board	Technical Committee
	4.3.3 Develop plan for computer upgrade	Plan to Board	Technical Committee
	4.3.4 Include plans, including quotes and costings in CBF D&O grant app 2025	Grant Application submitted	Technical Committee

Pathway	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
1.1.1	Re-establish programming committ		Programming committee meeting		Programming committee meeting		Programming committee meeting		Programming committee meeting		Programming committee meeting	
1.1.2				Review and update POL 11								
1.1.3				Review Program Makers Agreement								
1.2.1						Review program schedule						
1.2.2												
1.2.3						Program callout						
1.2.4								Annual audience surveys				
1.3.1				Develop content distribution strategy								
1.3.2				Develop content projects								
1.3.3						Event				Event		
1.3.4	Develop OB team											
1.3.5	Develop OB calendar											
1.3.6	OB 1		OB 1		OB 1		OB 1		OB 1		OB 1	
1.4.1									Review community partnership policy			
1.4.2										Hold annual 'listening lunch'		
1.4.3												
1.5.1											Develop FNs community engageme	
1.5.2											Develop FNs program ideas	
1.5.3											Seek greater FNs board representat	
2.1.1		Training session			Training session			Training session			Training session	
2.1.2												
2.2.1								Broadcaster training re sponsorship				
2.2.2	Board approval of patron system											All shows have at
2.2.3				Develop quarterly spons targets for all progs								
2.3.1							Fully utilise new CiviCRM system					
2.3.2					CRM training for staff							
2.4.1						Live ticketed events				Live ticketed events		
2.4.2					Sell merch at OBs		Sell merch at OBs		Sell merch at OBs		Sell merch at OBs	
2.5.1										Develop Business Business plan 1 approved by Board		
2.5.2			Hire sponsorship coordinator 2024-2025									
2.5.3				Fundraising calen Launch fundraising campaign								
2.5.4						Develop Plan to increase shop sales						
2.5.5					Radiothon						Radiothon	
3.1.1				Hang WH&S posters within the station								
3.1.2								Have an independent WH&S Audit				
3.1.3					WH&S Survey							
3.1.4				Volunteer & staff agreements								
3.2.1	Governance Improvement Program											
3.3.1						Develop work plans						
3.3.2												Review workplan
3.3.3				Develop templates for staff reporting to board								
3.4.1								Investigate new bathroom facilities				
4.1.1	Establish Technical Committee											
4.1.2	Tech log system											
4.1.3				Evaluate key technical systems								
4.2.1										Review on-demand systems		
4.2.2												
4.2.3												
4.2.4												
4.2.5									OB van report			
4.3.1												
4.3.2											Plan for transmitter upgrade	
4.3.3				Plan for computer upgrade								
4.3.4							D&O grant app	D&O grant app	D&O grant app			

Pathway	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26
1.1.1	Programming committee meeting		Programming committee meeting		Programming committee meeting		Programming committee meeting		Programming committee meeting		Programming committee meeting	
1.1.2												
1.1.3												
1.2.1												
1.2.2					Annual Program Review							
1.2.3												
1.2.4								Annual audience surveys				
1.3.1												
1.3.2												
1.3.3		Event				Event				Event		
1.3.4												
1.3.5												
1.3.6	OB 1		OB 1		OB 1		OB 1		OB 1		OB 1	
1.4.1												
1.4.2										Hold annual 'listening lunch'		
1.4.3		Community forum										
1.5.1												
1.5.2		FN broadcaster training sessions										
1.5.3												
2.1.1		Training session			Training session			Training session			Training session	
2.1.2			Increase the number of Indigenous and CALD trainers									
2.2.1								Broadcaster training re sponsorship				
2.2.2												
2.2.3					Develop quarterly spons targets for all progs							
2.3.1												
2.3.2												
2.4.1		Live ticketed events				Live ticketed events				Live ticketed events		
2.4.2	Sell merch at OBs		Sell merch at OBs		Sell merch at OBs		Sell merch at OBs		Sell merch at OBs		Sell merch at OBs	
2.5.1										Develop Business	Business plan 2 approved by Board	
2.5.2												
2.5.3												
2.5.4												
2.5.5					Radiothon						Radiothon	
3.1.1												
3.1.2												
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3.4.1												
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4.1.2												
4.1.3												
4.2.1												
4.2.2	DAB Petition delivered to CBAA											
4.2.3		Meeting with Minister re DAB										
4.2.4		Meeting with CBAA re DAB										
4.2.5												
4.3.1												
4.3.2												
4.3.3												
4.3.4							D&O grant app	D&O grant app	D&O grant app			

Pathway	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27
1.1.1	Programming committee meeting		Programming committee meeting		Programming committee meeting		Programming committee meeting		Programming committee meeting		Programming committee meeting	
1.1.2												
1.1.3												
1.2.1												
1.2.2					Annual Program Review							
1.2.3												
1.2.4								Annual audience surveys				
1.3.1												
1.3.2												
1.3.3		Event				Event				Event		
1.3.4												
1.3.5												
1.3.6	OB 1		OB 1		OB 1		OB 1		OB 1		OB 1	
1.4.1												
1.4.2										Hold annual 'listening lunch'		
1.4.3		Community forum										
1.5.1												
1.5.2												
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2.1.1		Training session			Training session			Training session			Training session	
2.1.2												
2.2.1								Broadcaster training re sponsorship				
2.2.2												
2.2.3					Develop quarterly spons targets for all progs							
2.3.1												
2.3.2												
2.4.1		Live ticketed events				Live ticketed events				Live ticketed events		
2.4.2	Sell merch at OBs		Sell merch at OBs		Sell merch at OBs		Sell merch at OBs		Sell merch at OBs		Sell merch at OBs	
2.5.1												
2.5.2												
2.5.3												
2.5.4												
2.5.5					Radiothon						Radiothon	
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4.2.2												
4.2.3												
4.2.4												
4.2.5												
4.3.1		Plan for digital console upgrade										
4.3.2												
4.3.3												
4.3.4							D&O grant app	D&O grant app	D&O grant app			