

*To unite, inform and entertain our community through the voice of radio.  
Providing a range of quality programs that are valuable and unique. Continually aiming to exceed the expectations of our listeners.*

### **Introduction**

Heritage FM Inc was established by people interested in providing a community radio service to the communities of the Cities of Armadale, Gosnells and Canning in 1996.

The members of the Association elect members on to the Board (Committee) of Management and other Station Committees at the AGM each year. Membership is open to anyone interested in the station's objectives. Volunteers and Members operate the station. The main source of revenue is sponsorships, memberships, fundraising, and special events. Listeners are invited to become members and volunteers to the station. Corporate sponsors from small business and organisations in the locality are given daily on-air acknowledgement for their support for community radio.

### **Assumptions**

- the station is operated as a community broadcaster, 8per ABA Licence/ACMA guidelines
- the station's operation is dependant on the work of volunteers
- the audience will judge the station on the basis of what it hears
- the quality of the station depends on the quality of support from the community, listeners, volunteers and sponsors
- involvement with the community is a major aspect of the station's work
- broadcasting implies producing, airing music performances and information and the ability to train volunteers in all aspects required for 107.3 Heritage FM Inc to meet its Licence requiremen

### Current Planning

1. Approve business final plan August 2015

### Suggested Yearly Planning Process

1. Finalise budget June
2. Undertake audit July/August
3. Review long term objectives September
4. AGM October
5. Priority for coming year and performance review January/February

<b>Key Business Drivers</b>	<b>Objectives</b>
<b>1. Programming - Continually improve quality of programming to meet listener expectations and attract membership</b>	1.1 Develop programming to comply with ACMA codes of practice and other state and federal legal requirements. 1.2 Maximise the flow of the programming schedule to meet listener expectations. 1.3 Maintain and develop programming to continually attract and broaden listener base and strengthen 'niche' position, including: talk back, ethnic, sport, alternative music, religious, community interest, art, literature, radio play/drama, fishing, for example. 1.4 Undertake scheduling in accordance with station policies and practices. 1.5 Produce quality pre-recorded announcements. 1.6 Engage the community with regular outside broadcasts. 1.7 Continually maintain and optimise the station's music library and resources. 1.8 Liaise with training coordinator re: on air training for announcers.

<p><b>2. Marketing - In consultation with the community, including current and potential sponsors, continually improve our programs to meet listener and sponsor expectations</b></p>	<p>2.1 Following wide consultation, develop marketing strategies to increase and maintain membership, listener base and sponsors.</p> <p>2.2 Develop and nurture mutual working relationships with community groups and stakeholders to promote the station.</p> <p>2.3 Develop the 'brand'.</p> <p>2.4 Utilise available human and marketing resources to increase fundraising and sponsorship revenue.</p> <p>2.5 Increased presence in the community at outside broadcasts and fundraisers in branded attire to increase awareness.</p> <p>2.6 Improve and maintain website and social media tools.</p>
<p><b>3. Membership/Volunteers - Promote 107.3HFM membership, provide training to improve the skill base of the station, seek more active participation and effective utilization of volunteers.</b></p>	<p>3.1 Identify the skills of the membership base and encourage participation to utilise those skills.</p> <p>3.2 Develop information and feedback strategies for each of the membership/volunteer categories.</p> <p>3.3 Encourage social activities to develop cohesive work environment.</p> <p>3.4 Increase volunteer base and provide incentives to retain members and volunteers.</p>
<p><b>4. Finance - Manage, control and report on the day to day finances of the station to plan for and provide long term financial viability</b></p>	<p>4.1 Develop a budget for the period of the business plan.</p> <p>4.2 Monitor expenses to ensure financial viability.</p> <p>4.3. Seek diverse revenue sources, so as to reduce dependence on any one source.</p> <p>4.4 Coordinate Grants Application Arm to focus on applying for ongoing grants and grants acquittals.</p> <p>4.5 Maintaining the records of accounts (internally or externally sourced depending on available skill set and cost) and presenting accurate monthly reconciled accounts to the committee and accurate, audited end of financial year reports to members.</p>
<p><b>5. Infrastructure - Maintain and improve the station's infrastructure and facilities</b></p>	<p>5.1 Monitor and review LAP area.</p> <p>5.2 Develop structured replacement and maintenance program for all station assets, commodities and equipment ensuring compliance with OS&amp;H policies and procedures.</p> <p>5.3 Ensure compliance with lease requirements for station premises.</p> <p>5.4 Maintain asset register.</p> <p>5.5 Coordinate security of station assets, keys and codes.</p>

**6. Administration - Manage the day to day operations, communications, training and HR requirements of the station ensuring quality customer service**

- 6.1 Coordinate implementation and annual review of policies and procedures.
- 6.2 Coordinate compliance with statutory obligations.
- 6.3 Ensure accurate corporate records are maintained.
- 6.4 Coordinate induction and training. Refine training practices to offer skills development to all membership groups.
- 6.5 Ensure adequate human resources are allocated to mail collection, banking requirements, acquittal of invoices and other admin duties.
- 6.6 Ensure effective two way communication between committee of management and all member groups.