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Turning print into sound

# **RPH Print Radio Tasmania (Inc) Strategic Plan**

## **HISTORY AND PROFILE**

RPH Print Radio Tasmania exists to provide equality for Tasmanians with a print disability. It does this by serving as a conduit for printed material through terrestrial and online broadcasting. Since 1982 RPH Print Radio Tasmania has been broadcasting to the 23 per cent of Tasmanians who identify as having a print disability.

In 2003 RPH Print Radio commenced broadcasting to Launceston through a translator service, and in 2012 a third transmitter was set up in Devonport. We began broadcasting online in 2013.

RPH Print Radio Tasmania has a strong commitment to serving people with a print disability and believes in the right of people with print disabilities to participate in every aspect of its operations.

Our volunteer force numbers around 80 and is extremely strong and reliable. We have two staff, manager and assistant manager, and we are governed by a Committee of Management.

## **ABOUT THIS PLAN**

This strategic plan has been developed by key personnel in the organisation representing volunteers, members, management and Committee of Management members. It recognises that whilst there are and will always be individual needs within the organisation there is the need to share common goals. It is these common goals which are documented.

The plan then focuses on a SWOT analysis, reviewing the strengths, weaknesses, opportunities and threats to the organisation. It then seeks to identify major objectives of RPH and what actions or operational objectives have to be achieved to attain these goals.

## **MISSION STATEMENT**

To bridge the information gap for Tasmanians with a print disability through the provision of a high quality broadcast service, ensuring they have equal access to printed material.

## **VISION**

All Tasmanians have the right to fair and equitable access to printed material.

## **OBJECTIVES**

- To be financially viable and sustainable
- To keep abreast of technological trends to ensure best use of available technologies to the maximum benefit of our listeners.
- To be current, relevant and responsive to future developments in print media
- To ensure effective management strategies
- Maintain a pool of active and trained volunteers

## **KEY RESULT AREAS**

These areas have been identified by RPH as being key areas for continuance of the service:

- Ongoing government financial support
- Technology to meet current and future demands
- Transition away from print media
- Succession planning
- A pool of trained volunteers to meet Station demand

# **SWOT ANALYSIS**

## **STRENGTHS**

- Strong and vibrant volunteer force
- Responsible and active committee
- Good reputation and relationship with government
- Strong programme line-up
- Strong and growing asset base
- Continued sponsored Government funding
- Funding gained from sponsored programming
- Volunteers with additional skills to assist in broader policy support
- Capacity to work within budget framework

## **WEAKNESSES**

- Low intake of volunteers
- Lack of community outreach
- Lack of listener data and research
- Lack of research into alternative funding sources
- Lack of sponsorship
- Lack of appropriate office and studio space

## **OPPORTUNITIES**

- To connect with local specialists in the promotion of our services
- Succession planning
- Broader use of volunteers than the traditional reading and preparation of newspapers
- Training of volunteers to enable them to record their own work particularly outside the station
- Fund raising
- Further options for Sponsored programming
- Seeking Donations and/or bequests

## **THREATS**

- Changes to print media; especially the proliferation of online sources
- Ageing volunteer force
- NDIS and other funding changes
- New technologies which bypass the need for RPH broadcasting

# **OBJECTIVE 1 - TO BE FINANCIALLY VIABLE AND SUSTAINABLE**

## Key Result Areas

- Working within the allocated annual budget framework
- Continued funding from State and Federal government
- Donations and fund raising outcomes

## Strategies

### Actions

- Monthly financial reports indicating we are working within budget
- Maximising good relations with State and federal government
- Compliance with RPHA Protocols ensuring continued RPH sector funding
- Compliance with ACMA licensing conditions
- Positive audience feedback

# **OBJECTIVE 2 - KEEP ABREAST OF TECHNOLOGICAL TRENDS TO ENSURE BEST USE OF AVAILABLE TECHNOLOGIES TO THE MAXIMUM BENEFIT OF OUR LISTENERS.**

## Key Result Areas

- Up to date research into broadcast technologies
- Use of internet streaming technology, on demand listening and podcasting
- Good maintenance practices
- Use of funding for ongoing technical services as required

## Strategies

### Actions

- Investigate provision of on demand listening and podcasting
- Explore options for improving station reliability
- Continual maintenance of existing technology
- Prudent equipment upgrades as needed
- Ongoing investigation of broadcast technologies including alternatives to simplify existing installations
- Maintenance of technical checklist for quality and improvement
- Technology committee to facilitate future decisions
- Improve training of staff and volunteers for greater efficiency

## **OBJECTIVE 3 - TO BE CURRENT, RELEVANT AND RESPONSIVE TO CHANGES IN PRINT MEDIA**

### Key Result Areas

- Responses from research surveys
- Positive Outcomes from community involvement on their needs and aspirations.
- Mechanisms for volunteers to access on-line materials for live broadcasts
- Diversified programme line-up to appeal to a broader audience

### Strategies

#### Actions

- Conduct surveys on specific needs and interests of the local community
- Establish structures to facilitate community involvement in decision-making for program content
- Promotion of services and programming through local media, publications, Internet and on-air announcements
- Monitor changes in news print media
- Establish a methodology to facilitate on line access to print materials

## **OBJECTIVE 4 - TO ENSURE EFFECTIVE MANAGEMENT STRATEGIES**

### Key Result Areas

- Effective corporate governance and management skills for employees and Committee members
- A full suite of governance policies
- Utilisation of broader skills offered by staff, volunteers and committee members

### Strategies

#### Actions

- Provide professional development practices to ensure effective management skills for staff and Committee members
- Provide a full set of policies to cover HR, Equal Opportunity, Grievance Procedures, Work Safe, Critical Incidents and other relevant policies to ensure a safe fair and equitable workplace governance.
- Develop a "Board Induction Kit" to evaluate skills base of committee members and to ensure that all committee members are given appropriate information

# OBJECTIVE 5 - MAINTAIN A POOL OF ACTIVE AND TRAINED VOLUNTEERS

## Key Result areas

- Data-base indicating volunteer appointments and the role played during a two year period
- Attendees at training programs
- Improved intake of volunteers

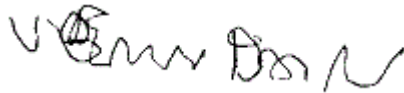
## Strategies

### Actions

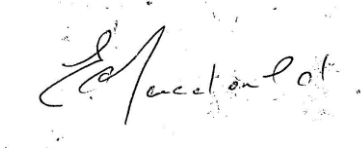
- Regular advertisements to attract volunteers
- Develop and deliver effective training programs for volunteers
- Engage volunteers in a fund raising committee and a social media website committee
- Explore professional development programmes to broaden volunteers' skills
- Involve volunteers in areas of operation which suit their skills
- Improve community outreach to broaden knowledge about our service with prospective volunteers
- Encourage applications from younger volunteers

Date: April 2018

Ratified by the Board, February 2018.



Vaughn Bennison – Manager



Elizabeth Macdonald – Chair