



## VISION

To **strengthen** our community through excellent local media on all platforms.

## PURPOSE

**Amplify** the voices, **share** the stories, and **connect** the many and diverse communities of Shepparton and the Goulburn Valley.

## VALUES

### Pride

We are proud of our work, proud of our achievements, and proud of ongoing success. We believe that community media can be of the highest quality. Through our stations we aim to make our community proud.

### Sustainability

We are sustainable, ethical, and diligent as a not-for-profit organisation. We aim for best practice in all that we do. Through planning, we ensure our capacity to manage things well, set realistic targets and goals, and act as custodians of a Community Radio License in accordance with the Community Radio Codes of Practice..

### Diversity

We reflect the diversity of our community through maintaining an inclusive and open organisational structure. Through our procedures and policies, and our unique programming, we celebrate and champion diversity. We believe diversity in membership makes us a strong community radio station. We always welcome new members.

### Empowerment

Our members feel empowered by telling the stories that matter to them, and by sharing their voice on the air and in the operations. We set out to empower all members of our community as well as locally owned business, community events, and community organisations. We positively tell the many individual and collective stories and perspectives that make up the Shepparton and the Goulburn Valley region.

### Positivity

Our community radio station is a fun, safe, and collaborative place for all members of our community. It's a shared space, owned and powered by a team of volunteers, staff members, and a volunteer board. We collectively take responsibility for the ongoing success of the station, and as members, we help one another achieve success. We want all members to feel proud to volunteer and proud to be part of the success of One FM.

## HISTORY

One FM was built on the passion and expertise of many members of community. In 1980 we received a community radio license, and since that time we have had moments of success alongside moments of hardship. Through it all we have proven that One FM is as resilient and passionate as the community we represent. We continue to be motivated by the ideas expressed through the Community Radio Codes of Practice, especially as we boldly look forward to a future media landscape beyond terrestrial radio. We are a successful regional community broadcaster that always strives for excellence. We are renowned for our audience feedback, our sports broadcasting, and our community connections.

1.  
Be sustainable, well governed, and financially secure

2.  
Be a vibrant and inclusive place to volunteer and work

3.  
Excel in the new media landscape

4.  
Provide outstanding local radio programming, in news, and sports

5.  
Be a leader in the community

<p><i>Major Tactics</i></p> <ul style="list-style-type: none"> <li>• Operations and finances managed professionally, diligently, and ethically</li> <li>• Increase and diversify revenue through sponsorship, fundraising, and partnerships</li> <li>• Governance and Procedures are best practice</li> <li>• A culture of transparency and trust is better enabled</li> <li>• Develop the skills and knowledge of board members and staff members</li> <li>• Fundraise and save money through innovation</li> </ul>	<p><i>Major Tactics</i></p> <ul style="list-style-type: none"> <li>• Engage new communities</li> <li>• Champion multiculturalism</li> <li>• Better represent young people</li> <li>• Acknowledge Indigenous Reconciliation and showcase First Nations Media</li> <li>• Seek cross-generational opportunities for collaboration – between younger people and older volunteers</li> <li>• Focus on ‘continuous Improvement’ through the quality and delivery of training</li> <li>• Improve the connection and sharing of information amongst volunteers, members, staff, and board</li> <li>• Annual membership drive</li> <li>• Improve the social club</li> <li>• Improve the physical space – the studios and equipment</li> </ul>	<p><i>Major Tactics</i></p> <ul style="list-style-type: none"> <li>• Embrace online audio, online video, streaming, and podcasting</li> <li>• Fully embrace social media</li> <li>• Experiment in new media technologies and social media</li> <li>• Successfully podcast</li> </ul>	<p><i>Major Tactics</i></p> <ul style="list-style-type: none"> <li>• Increase audience</li> <li>• Increase in sponsorship</li> <li>• Increase in social media metrics (Facebook Likes, Downloads, and visits to website)</li> </ul>	<p><i>Major Tactics</i></p> <ul style="list-style-type: none"> <li>• New partnerships</li> <li>• Embed partnerships in content making, in sponsorship, and in training</li> <li>• Increase membership</li> <li>• Connect with new and under represented community groups</li> <li>• Continue to deliver existing community initiatives well</li> </ul>
<p><i>Measures to ensure success</i></p> <ul style="list-style-type: none"> <li>• One FM is free of debt</li> <li>• An annual operating budget established with achievable goals, and an</li> </ul>	<p><i>Measures to ensure success</i></p> <ul style="list-style-type: none"> <li>• Annual membership drive</li> <li>• Measure the diversity and make-up of</li> </ul>	<p><i>Measures to ensure success</i></p> <ul style="list-style-type: none"> <li>• New ONE FM website to reflect how audiences want to engage with online content</li> </ul>	<p><i>Measures to ensure success</i></p> <ul style="list-style-type: none"> <li>• Initiate a renewed marketing campaign to target listeners and new audiences</li> </ul>	<p><i>Major Tactics</i></p> <ul style="list-style-type: none"> <li>• Partnerships with Latrobe University</li> <li>• Partnership with local TAFE</li> </ul>

<p>intention of ongoing saving</p> <ul style="list-style-type: none"> <li>• Business plan developed to build on the strategy of this plan</li> <li>• Policies and Procedures updated</li> <li>• Internal communication plan is established, including regular weekly internal e-newsletters and better flow of information</li> <li>• Board members undertake one professional development workshop each year</li> <li>• Solar power installed and operating</li> <li>• New fundraising plan developed</li> </ul>	<p>volunteers</p> <ul style="list-style-type: none"> <li>• Increase CALD and language programming</li> <li>• Youth ambassador and Multicultural Ambassador appointed</li> <li>• Increase numbers young people involved in the station (%)</li> <li>• Establish a partnership with High Schools</li> <li>• Create a stronger connection with local indigenous community</li> <li>• Reconciliation Action Plan in place</li> <li>• Cross generational project developed</li> <li>• Training program is reviewed and trainers are surveyed</li> <li>• Main trainers have completed a Certificate 4</li> <li>• Social club events are better attended and supported</li> <li>• Weekly e-newsletter is developed</li> <li>• Identify one improvement project each calendar year- plan and deliver successfully</li> </ul>	<ul style="list-style-type: none"> <li>• Develop new web and digital only content</li> <li>• Experiment with Facebook Live streaming and other new media initiatives</li> <li>• Develop a plan for social media</li> <li>• Increase digital audiences</li> <li>• Deliver a number of successful podcasts</li> </ul>	<ul style="list-style-type: none"> <li>• Improve outside broadcasts</li> <li>• Develop a festivals and arts strategy to better connect with cultural orgs and festivals in the community</li> <li>• Improve news, current affairs, and local talks programming through training and recruiting new volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership with local Council</li> <li>• Develop a Schools on Air program</li> <li>• Continue to deliver Local Sports and Local community content well</li> </ul>
<p>Internal leads in 2018:</p> <ul style="list-style-type: none"> <li>• <i>2018/19 Budget approved by the Board in May 2018</i></li> <li>• <i>Review internal communications and develop an Internal communications sub committee</i></li> </ul>	<p>Internal leads in 2018:</p> <ul style="list-style-type: none"> <li>• <i>An outside broadcast celebrating multiculturalism</i></li> <li>• <i>Open Day at the station</i></li> <li>• <i>Develop a station census</i></li> <li>• <i>One FM supports trainers to undertake Certificate 4</i></li> </ul>	<p>Internal leads in 2018:</p> <ul style="list-style-type: none"> <li>• <i>Social media strategy developed and social media training delivered to all members</i></li> <li>• <i>Podcast strategy developed and training successfully delivered</i></li> <li>• <i>One FM news delivered to</i></li> </ul>	<p>Internal leads in 2018:</p> <ul style="list-style-type: none"> <li>• <i>Develop new marketing plan for One FM outlining a clear vision of the stations sound and target markets/ demographics</i></li> <li>• <i>(Number of Outside Broadcasts) in 2018</i></li> <li>• <i>Festival and arts strategy</i></li> </ul>	<p>Internal leads in 2018:</p>

<ul style="list-style-type: none"> <li>• Commence weekly internal e-newsletter for all volunteers and members</li> <li>• Board report is shared each month through the internal e-newsletter.</li> <li>• Board undertakes governance and procedures review</li> <li>• Policies and Procedures made available online</li> <li>• Constitution made available online</li> <li>• Board reports made available online</li> <li>• Feasibility study undertaken to analyse solar power operation</li> </ul>	<ul style="list-style-type: none"> <li>• Renew focus on social club presenting two strategic social club events in 2018</li> <li>• Increase youth and ethnic programs</li> <li>• Develop an LGBTI program</li> </ul>	<p>radio and Facebook</p>	<p>developed and endorsed by board</p>	
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## Comments captured during our strategic planning process

- "Everyone is welcome here"
- "Everyday formal and informal training happens at One FM. Here presenters are prepared to help one another."
- "Our volunteers are always willing to do more."
- "I love what community broadcasting can do for the community"
- "I believe in journalism and I believe in storytelling"
- "Radio engages people in a way that nothing else does."
- "This is a place for the local people."
- "Love radio. Loves people. Loves to talk. Love volunteering"
- "We give a positive voice."
- "We make the community aware... we make a better community."
- "We love our people. We love Shepparton."
- "Proud to volunteer"